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LETTER FROM THE EDITOR

Dear ESM Readers:

Advancement of your career and expansion of the role of employee services and recreation in corporate America is the primary focus of editorial content this year.

ESM's 1989 objective is to foster growth of the field by offering information in areas into which your position is branching. Look to your professional journal to show you the direction in which your job can take you.

Employee stores and employee travel are two such areas that have unlimited potential as money-makers for your overall program and money-savers for employees — the proverbial "win-win situation."

This year, we have added a monthly column called Employee Store, which will offer a practical, how-to segment in each issue. Also a bimonthly department called Travel will offer information on vacation planning for ES&R managers.

The addition of these two departments, along with the expansion of Viewpoint—which will now offer the opinions of a panel of respondents, instead of just one—is the result of another of ESM's objectives: to offer more structured information to readers.

Basically, the amount of editorial content has been increased, and will be presented in department form so that we can provide you with a steady stream of information on topics you have been requesting.

In addition, the popular Fitness/Health Update is now termed Health Promotion Update to coincide with the trend toward extending fitness into the complete health-promotion arena.

Feature categories have been slightly modified with the new category of "Justification" which replaces last year's ES&R Focus. This will allow a slot for company "case studies" of documented evidence justifying the value of ES&R programs. Statistics proving program worth are always a valued tool. Our How-To and State-of-the-Art categories will remain the same; however, they will alternate each month. And once again, a fresh look reflects our new format.

As always, ESM will continue to provide full-time ES&R professionals, human resources professionals who devote a portion of their jobs to ES&R, and volunteers with practical, useful, information and innovative ideas, enabling the diverse scope of NESRA members to continue enhancing the lives of employees.

We look forward to your much-appreciated input.

Sincerely,

Pamela A. Tober
Editor



EMPLOYEE SERVICES MANAGEMENT

— IN THIS ISSUE —

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Active, alive, dynamic, energetic, spirited, strong and vital. . . the image you want your program/department to project. Read this month's cover story, "Projecting a Vibrant Image," to learn the five dimensions that constitute the employee services product -- and form the beliefs, ideas and impressions your employees and management have regarding your program.

Managers often ask, "How can we spot the troubled employee? What are the indicators of an employee needing help for personal problems?" ES&R managers, like others with supervisory responsibilities, have a clear role not only in identifying troubled employees but also in responding through constructive recommendation for behavior change. Turn to "Perspectives on the Troubled Employee" to find how ES&R managers can make important contributions to assist these employees.

Anticipation is the key to managing difficult people, and practiced by those true professionals who remain in control at all times. Read "Managing Difficult People" to learn the formula to diffuse any unpleasant situation.

Also in this issue, read why numerous NESRA members attend national conferences and how they have benefitted from the experience. And, don't miss the newly expanded Viewpoint department which asks the question, "Why do CEO's support ES&R programs?" A number of prominent CEO's share their points of view.

In addition, this year's first Employee Store department kicks off with an explanation of store design and fixtures; the Health Promotion Update offers guidelines specifically for ES&R managers who face program participants diagnosed with AIDS; and the ESM Bulletin highlights survey results revealing information about NESRA members and the scope of their positions.

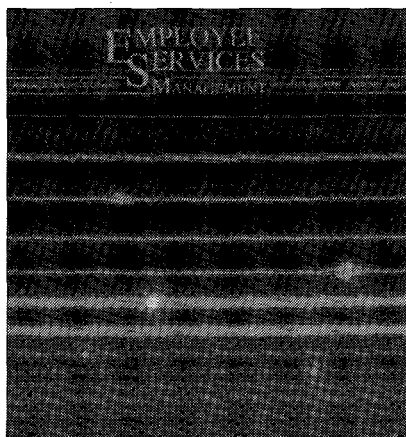
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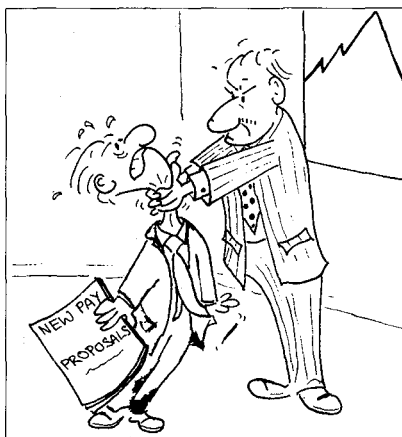
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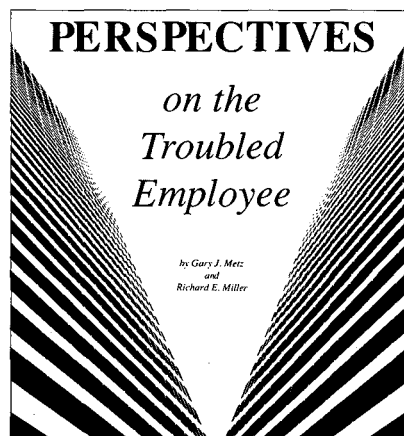
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NESRA Member Profile

NESRA Headquarters commissioned Research USA, Inc., to conduct a demographic survey of its members during October, 1988. The survey was designed to help NESRA discover more about its members and the scope of their positions.

With employees demanding more ES&R programs, many new issues facing employers, and a changing workforce, the ES&R field is undergoing some changes of its own.

More companies are supporting ES&R programs, and ES&R professionals are seeking new programing ideas. This research summary will highlight some of these changes in staff, support, and needs as they compare to surveys of the past.

- Member companies have offered employee services and recreation programs for an average of 10.3 years.

- Almost half have an employee recreation association, and of this group nearly half have their association managed by a paid staff person.

- The largest percentage of members (47.3 percent) reported that there had been an increase in the participation and utilization of their overall employee services and recreation programs. About one-third reported no change and only 6 percent indicated that there was a decrease.

- Although respondents were from all of NESRA's United States regions, the largest number of participants both last year and this year were from Region VII (West).

- Members have a wide range of job titles with the largest number (over one-fourth) holding the title of human resources or personnel director/manager/ administrator.

- Almost two-thirds of those responding identify themselves as "multi-hatters," who combine employee services and recreation with other human resources duties.

- NESRA members handle many different programs with "benefits" being the one handled by most. Equal employment opportunities is the second most common program handled by NESRA members, employee assistance programs and meeting planning tied for third most common.

- Respondents devote an average of 30 percent of their



workday to employee services and recreation.

- More than half of all respondents work for the human resources or personnel department of their firms. Just under 10 percent work for administrative services/support department and 8.2 percent work for other departments.

- There is an average of 14 full-time people and one part-time person

working in members' departments, whereas in 1986 an average of 13 full-time people and 6 part-timers constituted the staff in these departments.

- Almost 30 percent of the members in the survey report to the human resources or personnel manager or director.

- About 75 percent of the members measured in the survey are female, compared to about 60 percent in 1986. The average age of members is 38.5 years, slightly higher than the 38.4 average age in 1986.

- The number of college graduates among respondents doubled from almost 30 percent in 1986 to about 60 percent in 1988. They are categorized as college graduates or better, with some holding higher degrees.

- The majority (83.5 percent), of employee services and recreation programs are sponsored by their companies.

- An average of about 66 percent of recreation association revenues come from company contributions (down 4 percent from last year), and about 20 percent come from employee contributions. The remaining amount comes from other sources such as vending machine profits, discount sales, etc.

- Respondents to the survey report that an average of about one-half of their employees participate in discount services, about 28 percent in recreation/sports and about 20 percent in social/cultural programs.

- There is a wide range in the amount of value members place in the various NESRA services.

- The services that are considered of the greatest value are national discount programs and *Employee Services Management* magazine. Members also highly value resource information, the NESRA Membership Directory and the *Keynotes* newsletter.

Rehabilitate Employees

With the hope of cutting the costs for long-term care as well as helping disabled workers resume productive lives, more businesses are setting up rehabilitation programs, reports the *Wall Street Journal*.

The idea is that everyone will win," says one human resources researcher. Rather than replacing disabled workers as in the past, the aging workforce, which results in more disabilities and a lower number of young replacements, is forcing companies to take action.

One mining company encountered a 38-year-old male field worker who suffered a herniated disk. Since he could no longer work at oil sites, this company opted to enroll the employee in a two-year electronics school. When comparing the cost of the school to the cost of a disability trust fund that would have run to age 65, the company will save almost \$60 for every \$1 spent on rehabilitation training, estimates the company's benefits administrator.

Live to Age 120

In the future, reducing daily calorie intake may allow people to lead healthier, more active lives up to about the age of 120, reports *USA Today*.

Early findings from an ongoing nine-year animal study imply that life can be extended and biological aging can be delayed by reducing calories 40 percent, while maintaining levels of essential nutrients.

This study also indicates that such measures slow and prevent age-related diseases such as cancer. It is expected that reducing calories (not quite as much as 40 percent) will have the same effect on human beings.

Since research is still at its early stages, an ideal calorie level for people cannot yet be prescribed.



However, one researcher suggests that people can begin cutting back on fat intake, getting the recommended daily allowance of nutrients, and staying slim.

Although scientists suspected lowering calorie intake could extend life and prevent disease, this study is the first to provide evidence that calorie restriction enhances DNA's ability to repair cell damage that results in disease.

The study also reveals that reducing calorie intake makes metabolism more efficient in ridding the body of carcinogens and lowers average body temperature, which slows aging. Human studies are expected to begin in two to three years.

Think Fast

A recent study reveals that people digest complex facts and make quick decisions more efficiently standing up than sitting down, reports *USA Today*.

Findings indicate that employees can improve their performance through regular stretch breaks or by standing up while working. Standing is especially beneficial when people are required to process complex information prior to making a decision or to foster creative thinking.

The study involved monitoring the reactions of 60 people faced with tasks demanding processing information and making decisions. It also revealed that some people

absorbed information 40 percent quicker when they stood.

People age 60 gain an edge on performing simple tasks when standing, and perception improves after standing, according to the study.

While recognizing that standing is not always good, this study provides evidence that people can enhance thinking processes by being on their feet.

Flexible/Shorter Work Weeks

The move toward shorter and more flexible working hours continues, according to a recent survey on flexible work methods conducted by the Administrative Management Society, Trevose, PA.

Almost one third (31 percent) of the 290 companies responding stated that they have implemented a flextime plan, up slightly from 30 percent reported in last year's survey, and 29 percent in 1985.

Work weeks are becoming shorter in many companies. Almost a third (30 percent) said they have a 37.5 hour work week, as opposed to the traditional 40 hour week. This is up 3 percent from last year's survey and 12 percent since 1985.

A third flexible work method in the survey—job sharing—continues to show little acceptance, with less than 10 percent using it.

Respondents to the survey, conducted over the summer, represent a cross-section of companies of all sizes and types across North America. They are members of the Administrative Management Society, a professional association of administrative personnel managers.

Low-Impact Exercises High in Demand

Americans who were formerly inactive are now trying low-impact exercise, reports the November issue of *American Demographics*.

Rather than participating in "high impact" exercises like running, women, unathletic men and older persons of both sexes are opting to participate in fitness walking, soft aerobics, or stationary cycling.

More than 12 million people took up stationary cycling in 1987 and 59 percent of them were women. Stationary bikes gained popularity among 35 million people who rode them at least once during the year.

Women constitute 67 percent of fitness walkers and 30 percent are age 55 or older. The activity's popularity increased last year, while 25 percent of all fitness walkers say they began in the past year. One-quarter of walkers say the activity is their favorite and over 10 million walked at least 100 days during 1987.

A new trend, linking physical fitness to outdoor recreation, appears as over 2 million people

take part in mountain biking. Other potential activities which may share popularity if the trend continues include: hiking, mountain and rock climbing, trail running, cross-country skiing, and rowing.

Benefits of the Future

Does your company offer mortgage aid, flextime and paid leave? If it does not now, it may 20 years from now, according to the *Wall Street Journal*.

The concept of employee benefits is only a few decades old, but in an informal survey, benefits consultants and corporate executives speculate employee benefits will undergo changes in the future.

Many of the survey participants expect core benefits like life, health and disability coverage, vacation and pension, to still exist, although restructured.

Benefits which are just being introduced, such as child care, may become standard benefits in the future. Additionally, some benefits perceived as farfetched now, may become common by the year 2008. Here are some speculations:

- Unpaid leave may be widely available to allow employees to care for newborn babies, newly adopted babies, sick children and dependents. Employees will also be offered unpaid leave to study job-related subjects or to do volunteer work.
- Not only will companies subsidize employees' continuing education, but employers may also contribute to their children's college education. To keep employees from worrying about tuition and to keep them from seeking higher paying jobs, companies may offer low-cost education loans and later, outright payments as benefit plan options.
- Education may also be a component

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of a transformed unemployment compensation system. Now companies set aside money for unemployment insurance; however, in the future they may contribute to unemployment training. This new system could make it possible for those unemployed to draw supplements while learning new skills.

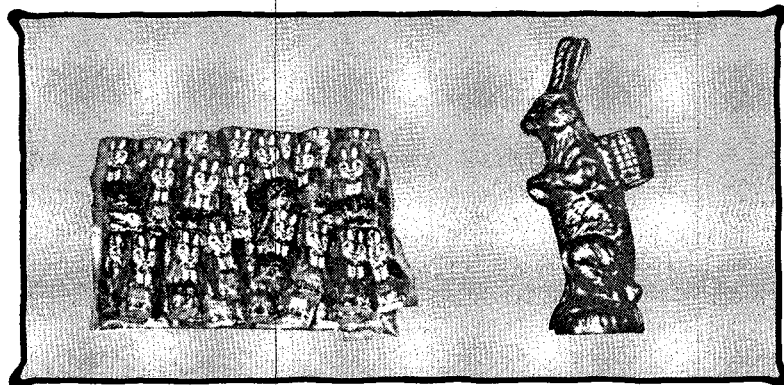
- Employees may enjoy a variety of options in their job path to include lateral moves as well as vertical moves. An employee will be able to "move up, down and out (temporarily) and still be part of the company," predicts one career director.
- With housing being a major expense

for many, companies may offer variable rate loans, pegged slightly below market rates (but if employees left the company, they would lose their rate advantage).

- To encourage late retirement, companies will make company-paid vacation trips, shorter hours, and bonus plans available to older employees. To calculate pension payments, companies may grant employees more credit for those years worked beyond the age of 50 (i.e., those years prior to age 50 would be counted as one year while the years of service after age 50 may count as 1.3 years).
- One compensation director predicts that working hours will become more flexible in almost all companies. He expects part-time workers to share jobs and to partially work at home.
- Companies may assign all benefits credit with a monopoly-type currency allowing employees to spend these credits proportionately on the benefits of their choice.

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Extra Time

If you had four extra hours a day, how would you spend it? Results of a recent poll published in *USA Today* show that most participants would spend the time reading. Performing household repairs ranked second, followed by pursuing hobbies. Socializing fell in fourth place and exercising and participating in sports ranked next to last with sleep being people's final choice. Note: Participants chose more than one activity.

Handwriting Analysis

Some companies are now using handwriting analysis as a recruiting tool and as an educational aid in self-improvement courses, reports the *Wall Street Journal*.

With the government regulating the use of polygraphs, employers providing little information during reference checks, and liabilities rising from the negligent hiring of workers

who pose risk to clients, it is important for managers to know who they are hiring. Hence, handwriting analysis, or graphology, is one alternative to learning about a candidate's personality.

Although it is unknown how many companies actually use handwriting analysis, both users and providers say the demand for the service is on the rise. One nearly six-year-old Arizona-based organization of providers has gained 100 clients in the past year, bringing their total client count to 463.

Three Fortune 500 companies are among their clients. One 11-year-old handwriting firm plans to open offices in Dallas and San Francisco, and its clients include several Fortune 500 companies. Not only are the number of clients climbing, but the number of those being trained to perform this service is also increasing. One Chicago-based trade group (which offers training) experienced a 20 percent increase in enrollment (bringing the total up to 2,000), but not all providers undergo formal training.

One executive who uses handwriting analysis as a screening tool says, "I'm looking for any means that I think is credible to avoid a hiring mistake." In terms of the candidate's personality, this executive says, "I don't know if they're mass murderers or not; I simply learn if they'll operate well as sales representatives."

Another company chooses not to use this form of analysis in their screening process, but instead, the company occasionally uses it in self-improvement exercises.

Companies wishing to determine if candidates' personal problems may become company problems also use graphology to do so. For example, a trucking company uses handwriting analysis to identify candidates who may have wandering attention spans and disregard for detail. While graphology may detect signs caused by drug use or illness, it will not directly reveal drug or alcohol abuse.

More companies are choosing to use handwriting analysis because it takes less time and money to process than traditional personality tests.

Despite its increasing popularity, handwriting analysis raises skepticism among some professionals. One psychologist says, "No body of research shows that handwriting consistently predicts job performance." Lawyers are also concerned that some employees may claim discrimination occurred during this process, hence, liability can be an issue.

Finally, this test, like many others, lends itself to cheaters. In one case, an employee submitted his wife's writing sample as his own.

Walk While You Work

Tired of sitting all day? The walking desk, a new product available to desk workers, is comprised of a tabletop arrangement with a treadmill attached that allows workers to walk up to one m.p.h. while they work, according to the July 14, 1988 issue of *Insight*.

Designed to relieve job stress, this arrangement will decrease workers backaches and increase their alertness. In a couple of hours word processors can be trained to operate the device with no decrease in work speed and accuracy.

The inventor of the walking desk, Natham Edelson, expects the \$3,500 cost for the active work station to be offset by the increase in productivity and reduced absenteeism.

Later models of this work station may include a more compact desk unit and a hydraulic stair-climbing exercise device to replace the treadmill.

Winter Getaways

Winter vacations are on the rise, reports *USA Today*.

The number of vacation trips people take during the months of December, January and February

increased over the past five years almost doubling the rate for summer vacations. (Each time a person goes more than 100 miles away from home for enjoyment purposes counts as one vacation trip.)

During the 1987-88 winter, the number of trips jumped to 154 million, almost 16 percent more than the previous year. Winter weekend getaways increased 20 percent over the previous year's figures. These numbers are expected to rise as more people participate in winter escapes.

Among other factors, the overall economy and working patterns encourage this travel boom. If these factors and others affecting travel remain constant, the travel industry should be in a comfortable state for another busy winter.

Additional winter travel patterns include the following:

- Trips by auto and R.V.s increased 21 percent last year, while trips by air remained constant.
- The average trip distance decreased from 1,110 miles in the 1986-87 winter to 920 miles a year later.
- The average duration of trips dropped from 4.4 nights to 4.1 nights.



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2. The project has been successfully completed, and the results are as follows:

3. The project has been completed, and the results are as follows:

4. The project has been completed, and the results are as follows:

5. The project has been completed, and the results are as follows:

6. The project has been completed, and the results are as follows:

The project has been completed, and the results are as follows:

The project has been completed, and the results are as follows:

FACILITIES

Creation of the right environment and atmosphere at facilities that clients visit, or from which services are delivered, is a critical component of the total service offering. These mood setters should be deliberately designed to complement and enhance the service itself by fostering feelings of warmth, excitement, or socialization.

Messages about the professionalism of a department are communicated to clients through such elements as the decor of the facilities and offices, the clutter or neatness of desks, the manner in which the telephone is answered, staff manners and dress.

"If an environment is perceived as desirable, relaxing, warm and comfortable, it is likely that the activities that take place in that environment will be perceived as desirable and rewarding."

A department can choose to communicate indifference or a responsible sensitivity to clients. Little things can have a major impact on the atmosphere created, such as comfortable waiting stations, coffee, and staff smiles. People use visual and audio cues to generalize about the entire department. Overflowing waste baskets, filled ash trays, temporary signs, and outdated posters may lead a client to infer that (1) this is "just a job" for the staff and they do not take any pride in their department, (2) the manager is ineffective, or (3) the department is not concerned about its clientele.

If an environment is perceived as desirable, relaxing, warm and comfortable, it is likely that the activities that take place in that environment will be perceived as desirable and rewarding. A facility's atmosphere is a critical ingredient in a client's participation decision. For example, when a restaurant is selected for an evening out, frequently it is not selected only because of its food quality (since there are probably a number of others of similar standard). Rather, selection is made at least partially on the basis of "atmosphere."

The atmosphere created is a function of the following three primary factors: (1) physical design, (2) interior design if it is a building or structure, and (3) personnel. The physical design reflects quality of imagination and the ability to create something interesting and aesthetically attractive. Interior design appeals to four senses. The

principal visual dimensions of atmosphere are color, brightness, size, and shapes. The main aural dimensions are volume and pitch, while the sense of smell responds to scent and freshness.

The chief tactile dimensions are softness, smoothness and temperature. Too often the aesthetics of a department's facilities are dismal, dowdy, and unattractive, which causes users to feel uncomfortable and unwelcome.

When discussing facility development or renovation, departments frequently think only in terms of functional considerations and minimum costs. Economies are made on such items as carpeting, drapes, furnishings, lighting and landscaping because they are considered peripheral items that can be cut from the budget without adversely impacting the basic service. In fact, these are often the most critical ingredients in a new facility. They are the very things that create the welcoming atmosphere necessary to encourage potential clients to use the service.

Sometimes these atmosphere-enhancing elements are omitted from a capital development program as a cost-saving device based on the rationalization that they can be added later. In subsequent years, however, they are frequently not given the priority necessary in the allocation of operating funds.

Even if they are added later, the initial image of the facility has been established in the minds of its potential clientele. Unfortunately, this initial image is very difficult to change. Indeed, upgrading a facility's image in the minds of its potential clientele is one of the most difficult tasks in marketing.

PERSONNEL

Someone once remarked that you never get a second chance to make a first impression. The first impression that an individual has of a department and its services normally involves contact with an employee. It may be an exaggeration to say that "the people are the program," but there is no doubt that clients' perceptions of departments and programs are substantially influenced by the personnel with whom they interact. For this reason, personnel hiring, training, motivation, and supervision should be undertaken with as much vigor and enthusiasm as program development.

Compare the philosophy and practice of the Walt Disney organization with that of your own department:

"We love to entertain kings and queens, but the vital thing to remember is this: Every guest receives the V.I.P. treatment...It's not just important to be friendly and courteous to the public, it is essential...At Disneyland we get tired, but never bored, and even if it is a rough day, we appear happy. You've got to have an honest smile. It's got to come from within. And to accomplish this you've got to develop a sense of humor and genuine

interest in people. If nothing else helps, remember that you get paid for smiling."¹

Disney sets the standards in the leisure field. Most Americans have either been to a Disney park or know people who have. This experience raises the level of service they expect from other leisure service providers.

At Disneyland and Walt Disney World the entire operation is based on three components: the set (facility), the cast (personnel), and the audience. Guests (not customers) are served by hosts and hostesses (not employees) at attractions and shops (not rides and stores). Guests and hosts are not just names. They reflect an effort to treat visitors as they would be treated if they were friends invited into a private home.

Disney's proud boast is, "We are people experts." They seek to exceed guests' expectations by going beyond what is required and expected: "Our applause is guests who return and our reward is the guest's smile." The direct applicability of these approaches to employee services management is obvious. But there are more lessons to be learned from the Disney model.²

When cast members are hired they are given written information about the training they will receive, when and where to report, what to wear, and a variety of other information. The first day on the job is spent at "Disney University," learning about the Disney philosophy, management style, history, and how all parts of the organization work together to provide the highest possible level of guest satisfaction.

Every member of the cast is important whether they work "on stage" or "backstage." Disney treats the employees as they expect the employees to treat the guests. They emphasize, "It's nice to be important but it is important to be nice. Make people smile with the smile you are wearing."

Four days are spent in pre-job training on how to better serve guests in designated cast roles. Peer group members conduct orientations because new hosts can better identify with them. Experienced hosts who are familiar with and proud of the Disney standards effectively watch over the behavior of the new hosts. Only after a full week of training does a host or hostess meet a guest. And then they are carefully supervised until they have demonstrated competence in their role.

In the Magic Kingdom the cast is just as important as the set. In public and social service agencies the program managers, counselors, staff members, receptionists, and all other members of the "cast" are as much a part of the total experience as are programs and facilities.

THE SERVICE

The service refers to the actual program offered to the client, including all ancillary components of the offering. A client, for example, may enroll in a recreational class. There is much more to the service than the class itself.

Everything associated with attending the class is actually an attribute of the program offering. Transportation to and from the facility, parking arrangements, the availability of restroom and child care facilities, and social interaction before and after class are all components of the program. In summary, a program is everything, both positives and negatives, that the client receives.

The ancillary components augment the central program and are likely to be critical to a potential client's perception of the offering. Thus, when considering whether or not to play on a golf course, the golfer considers not only the quality of the golf course, but also such things as the quality of the golf carts, pro, shop lessons, food/beverage services, locker rentals, club house, putting green, and driving range.

The importance of these ancillary components is frequently overlooked by departments that tend to regard expenditures on items outside the narrow focus of their core mission as nonessential investments.

IMAGE

Image is the sum of beliefs, ideas, and impressions that a person has of a department or of its programs, facilities, or personnel. It may be formally defined as the mental construct developed by an individual on the basis of a few selected impressions among the flood of total impressions.

It comes into being through a creative process in which these selected impressions are elaborated, embellished, and ordered. Images are ordered wholes built from scraps of information, much of which may be inferred rather than directly observed or experienced and these inferences may have only a tenuous and indirect relationship to fact. Thus, image refers to something that is not "real" but that is visualized in the mind's eye. It is a mental map representing some real phenomenon, but it is not the phenomenon itself.

"Images are ordered wholes built from scraps of information, much of which may be inferred rather than directly observed or experienced, and these inferences may have only a tenuous and indirect relationship to fact."

A service may be excellent, but if the image of the agency, its facilities, or personnel is negative, the service is unlikely to be successful. Those holding a negative

"Even though an image is not 'real,' it is a basis for decision making since it represents the totality of what clients know about a particular service."

image of a department will avoid or disparage its services, while those holding a positive image will be attracted to it. A positive image affects more than just potential client use decisions. Internally, an improved image can bring such benefits as improved morale, lower employee turnover, and greater employee awareness and loyalty to the agency.

Image is not static. It is amended by information received from the environment. However, it is unlikely to change easily; in some cases people are remarkably stubborn and tenacious in holding on to an image. Once people develop a set of beliefs and impressions about a service or department, it is difficult to change them. Thus if a department decides that it wants to modify its existing image, it must have great patience. The change will take time.

The department first has to decide where it wants to shift its image. Its image is a function of its deeds and its communications. The department must decide what real changes to make in its policies and behavior. After changing its real behavior, it must disseminate information to its public, which may not have experienced the changes firsthand.

SERVICE NAME

The name given to a service contributes to its image and is a key dimension of the overall service offering. The importance of a brand name selected for a commercial product has been expressed in the following terms:

The name is the hook that hangs the brand on the product ladder in the prospect's mind...the single most important marketing decision you can make is what to name the product. Shakespeare was wrong. A rose by any other name would not smell as sweet. Not only do you see what you want to see, you also smell what you want to smell...And Hog Island in the Caribbean was going nowhere until they changed its name to Paradise Island.³

The Ford Mustang is one of the great success stories in the automobile field. Would it have been equally successful if it had been called the Ford Donkey instead of the Ford Mustang? The answer is probably no. Employee service departments tend to give only cursory attention to naming their programs, but names can substantially impact a service's overall image and both the number and type of clientele attracted to it.

For example, different names for physical fitness programs. "Keep Fit," "Slimnastics," "Aerobics," "Health Club," and "Jazzercise" all have different connotations regardless of whether the program content varies. The name of the program will influence and may even determine whether it will be a success or failure.

A service is defined as a bundle of want-satisfying attributes. It has three tangible dimensions. First comes the facility in which a service is offered. Creation of an environment and atmosphere at the facility that complement and enhance the program itself is a critical ingredient in a client's participation decision. Second, personnel substantially influence the extent to which benefits are delivered to clients. Third is the service itself, which includes all the ancillary components that augment the central program.

In addition to the tangible dimensions of a service, the total offering includes a number of intangible dimensions, the chief of which are image and the name given to an agency or service. Image is the sum of beliefs, ideas, and impressions that a person has of an agency or of one of its services. Even though an image is not "real," it is a basis for decision making since it represents the totality of what clients know about a particular service. The name given to a program contributes to its image, and selecting a name is a critical marketing decision to which substantial thought and effort should be given. Together these five dimensions constitute the Employee Services Product.



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PERSPECTIVES

on the Troubled Employee

by Gary J. Metz
and
Richard E. Miller

Managers and administrators often ask, "How can we spot the troubled employee? What are the indicators of an employee needing help for personal problems?" These are understandable questions from persons responsible for supervising a staff in order to reach common organizational goals.

They are especially pertinent in light of the kinds of behavioral problems today's employees bring to the workplace.

Employee services and recreation managers, like others with supervisory responsibilities, have a clear role not only in identifying troubled employees but also in responding through constructive recommendation for behavior change.

This article will acquaint employee services staff with the effective blending of good management, employee assistance services and the caring involvement of others in handling troubled employee behavior. In addition, there will be an explanation of how employee recreation and other services can make important contributions to workplace efforts to assist the troubled employee.

Traditionally, management has been assigned the responsibility of recognizing and addressing employee behavior that is considered either inadequate or inappropriate for the workplace. This responsibility takes the forms of observing and appraising job performance, monitoring employee behavior, and disciplining any misconduct. Times have changed, however, and the task of spotting troubled employees in hope of improving performance and behavior is now being shared with other key personnel.

This has become necessary considering how many available jobs have evolved from being production specific (i.e., assembly work) to more hi-tech. Job performance criteria are less clear to appraise. Accompanying the evolution in job positions has been the surfacing of complex behavior problems (i.e., cocaine abuse) experienced by workers. The manager must rely on the input of other key personnel to address inadequate or inappropriate workplace functioning.

Only recently has management been willing to recognize the presence of employee behavioral dysfunctions such as addictions. Worksite researchers studying alcohol and other drug abuse patterns estimate that approximately 7 to 10 percent of the employee population is likely to be dependent upon these psychoactive substances. A larger group comprising at least 20 percent of the worker population use alcohol excessively and/or are involved in drugs inappropriately (using illegal drugs or misusing legal drugs). Mental health problems are experienced by approximately 12-18 percent of the workforce.

These emotional difficulties range from being stressed, troubled or depressed to severe forms of anxiety, neuroses and psychoses. Other types of problems such as relationship difficulties (stemming from the pronounced rate of marriages ending in divorce), or financial crises (arising from overspending or perhaps compulsive gambling) are frequently reported by workers seeking employee counseling services.

An employee assistance program (EAP) is a system of helping and counseling services for employees, and in many organizations, family members and retirees. These programs provide opportunities for self-referral by persons who are troubled by interpersonal conflicts, mental-health concerns or dependence upon alcohol and other drugs. The self-referral is kept anonymous to everyone (even the supervisor) unless the person elects to disclose his/her help-seeking action. A supervisor can recommend that an employee self-refer to EAP. Accordingly, this self-referral is also kept anonymous.

EAP referral can be of the "mandatory" kind—necessitated by the employee involvement in corrective action. In this case, the supervisor mandates referral and is kept informed, along with perhaps the union representative, of the client's progress and outcome.

Only recently has the role of co-workers been included in the total perspective on troubled employees. EAP services now recognize the important function of key personnel in channeling people to appropriate care. Many

Figure 1

<p>Employee Perspective</p> <p>What the employee sees in him/herself</p>	<p>Management Perspective</p> <p>What the supervisor observes in work performance and behavior</p>
<p>Co-worker Perspective</p> <p>What the co-worker sees about the employee</p>	<p>Others Perspective</p> <p>What others (i.e., costumers) feedback about the quality of employee outputs</p>

EAP training films characteristically portray the supervisor as making the constructive confrontation. This is true in light of a number of problems that do come to the attention of the supervisor.

From the co-workers' perspective, however, they can act as helping agents through their caring involvement. Peer referral networks operate in many work environments, especially among the union members. In this network, co-workers are trained to assert their observations and offer guidance as to how troubled employees can receive any necessary attention and assistance.

The preceding was meant as an overview on how the workplace can effectively muster-up ways of perceiving and dealing with employee troubled behavior. A closer look is needed on just how spotting the troubled employee can take place from different perspectives.

WINDOWS

Specialists in employee health services, especially those who have expertise in one-on-one communication and counseling techniques, are likely to be familiar with Johari's Window. This is a model for understanding how a person views him/herself and in turn, how s/he is viewed by others. A revised version of Johari's Window can be used to better conceptualize a total perspective on troubled employees (see Figure 1).

In this revised model, one "windowpane" represents the employee perspective or how the person views him/herself. The expression, "The me that nobody knows," best exemplifies this perspective. The employee is capable of spotting many of his/her own troubled behaviors. S/he is likely to be aware of how personal matters have been affecting work performance and interactions with others on and off the job.

For instance, most employees can easily sense when they feel overstressed. It is likely that a number of employees feeling troubled will seek some kind of assistance—given the availability of an EAP. It is common for employees to self-refer although usually backing this action is some kind of urging or strong recommendations by management, co-workers or others. Self-referral is also encouraged by the EAP.

The typical self-referral cases generally fall into the category of personal concerns and interpersonal difficulties (i.e., feelings of burnout or having marital troubles). Therefore, well-promoted EAP service will heighten employee awareness and facilitate self-referral action.

Of course, some troubled persons may not seek professional assistance for problems despite urging by others. These persons are either consciously choosing not to speak to someone or perhaps they are in a state of denial. It is characteristic of people with addictive behaviors to minimize, rationalize, and flatly deny their

self-perpetuating and self-damaging behaviors. Inevitably, their problem worsens and surfaces in performance deficits and unacceptable work behavior.

The next window section represents management's perspective in which behaviors of the employee have come to the attention of the supervisor. For instance, the overuse of alcohol or any use of drugs will eventually have a carry-over effect (i.e., hangover) on work performance and behavior. Since the supervisor is in a position to "spot" many troubled behaviors, s/he may perceive this behavior as being worker lethargy on the job. After all, it is the supervisor's responsibility to assess whether an employee is meeting all standards of the job: adequate performance, acceptable behavior, and appropriate conduct.

This is the customary management-employee relationship based on supervisory observation, documentation, and constructive confrontation. The person may not be aware of how his/her performance or behavior is evident to management and considered a problem on the job. Yet the employee will inevitably come to realize that a condition of employment will be to correct these parts of his/her performance or behavior.

As mentioned earlier, supervisory confrontation of employee troubled behavior is hopefully constructive in practice. A constructive interview is arranged between management and the employee during which comparisons are made between expected and actual worker performance and behavior.

In its simplest form, the supervisor presents documented instances of inadequate and inappropriate behaviors. "What I have observed and documented is excessive absences. This is a cause of concern. Any unplanned absence from work not only prevents you from meeting the standards of the job, quite understandably, but it also places an added load on the rest of the staff. Whereas we all need to draw upon sick time as needed, excessive absences indicate that you are incapable of meeting all the requirements of this job. Now if there is a legitimate medical excuse, I will need some documentation. If there is a personal problem, then I encourage you to speak with an EAP representative."

The good supervisor neither labels the employee as "troubled" nor tries to diagnose his/her problem. If the employee anonymously self-refers to EAP, his/her seeking and receiving EAP help should eventually resolve the troubled behavior and improve work performance. If the troubled behavior continues, however, a mandatory referral may be authorized within the context of performance improvement or corrective action.

Although this is just a rule of thumb, stigmatized problems such as alcohol/drug abuse generally require constructive confrontation and mandatory referral to EAP. Less stigmatized problems like feelings of burnout are more amenable to EAP self-referral.

The third part of the model represents co-workers perspective in which parts of the employee have become

Window Viewing

<p>Employee Perspective</p> <ul style="list-style-type: none"> • How have I been feeling lately? Any personal difficulties? Too much stress? Depressed? • How are my relationships? With family, friends, supervisor, co-workers, others? • How is work performance? Critical comments from supervisors or co-workers? • Has a family member, or co-worker expressed concern about any of my behaviors? • Have I felt the need to talk to someone about any of my difficulties? • Have I considered using resources such as the EAP? 	<p>Management Perspective</p> <ul style="list-style-type: none"> • Are employee's work performance/ behaviors been identified as being the source of concern (absent from work, conflicts with co-workers)? • Are these performance/behavior concerns being documented (attendance records, employee file notes)? • Are these concerns being confronted constructively (performance improvement and/or corrective action)? • Have employee health resources been considered and recommended (occupational health service, EAP)?
<p>Co-worker Perspective</p> <ul style="list-style-type: none"> • Are you concerned about another staff person's performance behavior? • Has this person approached you for help? • Have you tried to be a good listener? • Have you tried not to "judge" the person's behavior? • Have you offered constructive advice about available resources? 	<p>Others Perspective</p> <ul style="list-style-type: none"> • What do internal/external customers have to say about the quality of service they have received? • Do customers find any part of the service to be less than satisfactory? • Which customer needs or requirements are not being met? • Have any customers felt they were not treated with courtesy and respect by the staff? • What are common customers responses to "How can we improve our service to you?"

evident to others. Co-workers are in the position to see troubled behaviors that are not catching the eye of the supervisors and may not be evident to the employee. It may very well be the frank observations by fellow workers that finally influence some troubled employees to get help.

An effective means of assisting troubled employees is through a peer referral system in which co-workers are prepared to be good listeners and helpers—mindful of available sources of professional assistance. Collective bargaining units excel in peer networking through the use

of union counselors. Not much escapes the view of co-workers regarding an employee's performance and behavior. In many work environments, a union representative would approach the troubled employee with candid expressions of concern.

Union counselor programs are implemented through the United Way's Community Service Liaison Committee, along with the Labor Movement. Of course, the co-workers assertiveness training is much more in depth and includes training sessions on the identification of

employee problems and behaviors that necessitate a referral to an outside referral agency. Follow-up skills are included in the training with the focus on maintaining employee integrity and confidentiality while ensuring a return to a healthy and productive work style.

Other work environments, especially those having dispersed employee populations, can benefit from a peer communication and referral system. Academic settings, law enforcement road operations, or even sales branches may need the concerned involvement of co-workers to address troubled employee behaviors. These environments may not allow for the direct supervision of staff and therefore require peer involvement to spot and address these problems.

As mentioned in a previous example, co-workers may realize how often the employee is hung over. They are disturbed by how this problem will not only jeopardize the employee's job security but also how it will affect their work group.

The last pane of the window represents what can be called others' perspective—persons who are not directly associated with the employee. For instance, customers of the company or users of the organization's services may not be satisfied with the quality of products or other outputs. These can be internal (other employees in the same organization) or external (consumers of products and services).

Some troubled behaviors may be too subtle to be observed by the supervisor or seen by co-workers. This is not to say these behaviors are benign in any way. The troubled behavior may eventually be felt by others who are not in direct interaction with the employee. Customers, for example, may be affected through poor quality products and services to customers. Therefore, a work organization is capable of spotting troubled employees by taking a close look at the customer feedback regarding the quality of employee outputs.

Today's workplace is engaging in quality improvement and assurance activities. Quality life circles, as one example, foster employee involvement in problem-solving and participative decision-making. Interestingly, employee involvement in work groups can act as a deterrent to troubled employee behavior. Active employee involvement makes it difficult for a particular employee to "keep to him/herself," especially if troubled behavior is near the surface.

It seems to be a common reaction within a troubled person not to interact extensively with others ("Gosh, I already have enough things on my mind—why would I want to interact with others right now?") By supporting and encouraging quality circles and group problem-solving, it is likely that an organization can address many troubled behaviors before they come to term. Of course, the other payoff here is that employee involvement will ultimately improve the quality of products and services to customers.

A number of questions pertaining to each perspective

need to be addressed in order for the workplace to assist employees in resolving their problems. Some sample questions have been posed in this article (see Window Viewing). The questions in the first windowpane are designed as self-confrontational for the employee. Questions in the second section relate to how a supervisor observes employee performance, behavior and conduct. The third part of the window contains items for co-workers who wish to be good listeners and helpers. The last windowpane contains questions that management needs to heed in order to assure quality products and services to customers.

THE ROLE OF EMPLOYEE SERVICES AND RECREATION

The previous section outlined various workplace perspectives on troubled employee behavior. Employee services as a profession can play an important role in assisting troubled employees to improve their health and productivity.

ES&R managers are in an ideal position to spot troubled employees. In some cases, they know employees more intimately than other co-workers, because they interact in both work and social settings. Following are examples of situations in which ES&R managers may be able to perceive that an employee needs help.

- During a basketball game that an ES&R manager coordinates, s/he notices the same employee repeatedly causing arguments or physically challenging others.
- A husband and wife are arguing at a company picnic, and an ES&R manager notices the same couple arguing at other social events.
- An employee's checks are constantly bouncing after s/he purchased discount tickets.
- An employee repeatedly consumes too much alcohol on group travel outings.

There are a few strategic ways in which employee services can coordinate its services with the EAP staff. EAPs rely on large group presentations in order to heighten worker awareness of the available counseling service. Workforce awareness sessions are centered around the themes, "It's okay not to feel okay" and "Come to the EAP if you feel troubled." At these sessions video tapes and films are used to familiarize employees with the available EAP services.

Since employee services specialize in staging special events, it can lend a hand to EAP in conducting these sessions. The employee services staff can also help out in distributing EAP literature to the workforce as well as promote the EAP through employee services newsletters and other communications.

Once a person has gone to an EAP and is then referred to additional care, s/he must eventually return to the job. The employee services staff can make sure the EAP is aware of what kinds of leisure-related resources are

available for any employee—especially one who is recovering from an addiction.


By their very nature employee services resources can contribute to an employee's quality of work life, personal growth, stress management, and general mental and physical well being.

It should be noted here that an EAP may encourage a client to use employee services resources as a part of an overall plan to resolve personal problems. Yet, the EAP will not reveal the name of any client to employee services management. This is due to the EAPs maintenance of client confidentiality. Therefore, employee services staff should be encouraged to go to the EAP manager and say, "Look, here are some promotional materials that educate any employee about our available programs, discounts and health-related programs.

We understand that EAP client should not feel as though they are being singled-out to use our services. We also know that the nature of our services alone may not be of direct value to someone until s/he receives treatment for problems. However, after this person has received appropriate therapeutic attention, s/he can use our services to improve their personal and work lives."

CONCLUSION

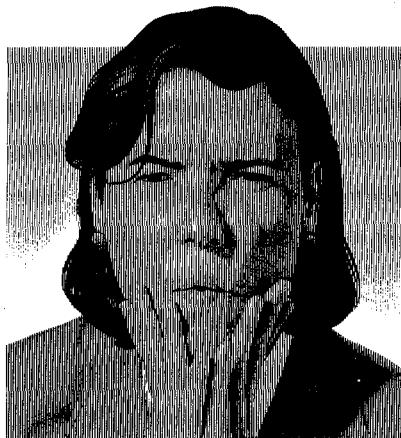
From the beginning of this article it was mentioned that the chief person responsible for spotting troubled employee behavior has been the supervisor. With the work environment changing, however, it now becomes more critical for co-workers and others to share this responsibility. Identifying and responding to troubled employees rest upon an organization's effective combination of good management, available EAP services, and caring involvement of others.

EAPs are formal systems of assistance for persons experiencing any kind of personal problem. Employee services specialists can coordinate their services with EAPs in order to assure that all employees, especially those recovering from personal difficulties, better appreciate their personal and work lives. 

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MANAGING



Difficult People

by Ellen Dowling, Ph.D.

The key to managing "difficult" people is *anticipation*. When you anticipate a situation, you don't just hope that things will turn out well—you take steps to ensure a successful outcome.

Anticipation is not just expectation. If you expect that it will rain today, you merely think about rain as a future possibility. If you anticipate that it will rain, you take certain steps:

You roll up your car windows; you pack your umbrella; you wear your raincoat. Likewise, if you expect to meet with your boss to discuss a new system you've devised to improve office productivity, you shouldn't just hope that the meeting will go well—you should also anticipate any obstacles to success.

When you anticipate that other people (your boss, your colleagues,

your employees, the general public, etc.) might be "difficult," you are in a much better position to manage them effectively.

"Difficult" people aren't necessarily born that way. Sometimes they're constrained by external factors. (Your boss would personally love to give you a substantial raise, but there's just no money in the budget for that right now.) Sometimes they're distracted

by personal stress. (Your chronically late employee isn't necessarily a lazy person—she's a single mother with three children to get off to school each morning.) Sometimes they're restrained by their own personalities. (Your colleague isn't inherently a negative person—he's just very analytical, and wants to see substantial, concrete evidence before supporting your great idea.) And sometimes they're hemmed in by their own fears and insecurities. (That irate employee isn't always a mean, nasty person—she's just trying to get her insurance claim processed quickly.)

If you don't anticipate these "difficult" people's behavior, you might find yourself unprepared to deal with their hostility, anger, sarcasm, tears, stubbornness, or even (in the worst cases) verbal abuse.

Indeed, your tendency might then be to "get even" or "get back at" the "difficult" person. When you react to a "difficult" person in kind—when you hurl insults at someone who is verbally abusing you—you seldom make the situation better. In fact, what is more likely to happen is that you will immediately double the number of "difficult" people in the room. Now there will be two of you. And both of you will "lose."

A true professional never "loses it." A true professional remains in control at all times, no matter how "difficult" the other person may be. A true professional anticipates "difficult" behavior and takes steps to defuse it.

Whether you are a CEO, a middle-manager, a member of the support staff, or an external "contact" person, the acronym PACE will help you manage "difficult" people more efficiently, effectively, and (above all) professionally.

Purpose

A
C
E

First, you must determine your purpose. Professionals do not use words to express their feelings, they

"When you anticipate that other people (your boss, colleagues, employees, the general public) might be 'difficult,' you are in a much better position to manage them effectively."

use words to achieve a purpose.

Before you meet with a potentially "difficult" person, you must take a few moments to determine the purpose of your meeting. In other words, you must ask yourself, "What do I want?"

For example, suppose you're planning to meet with a high-level manager to propose a new recreation program for employees. You think the program is wonderful, is definitely needed, and you've spent hours and hours working on the proposal.

Which of the following purposes should you have in mind when you go to meet with the manager?

1. I want the manager to be overwhelmed by my brilliance and hard work;
2. I want the manager to like me as a person;
3. I want to introduce the manager to my idea and learn his/her reaction.

Purposes #1 and #2 are not professional—they're personal. And they're almost always not achievable. Nevertheless, many people will prepare for such an encounter by focusing solely on whether or not the manager will like what they have to say. So then what happens if the manager doesn't like your idea?

Suppose the manager turns out to be a "difficult" person? Then what do you do? Attack? ("Well, I've never liked your ideas, either!") Cringe and slink away? ("You must be right—I'm just not a good person.")

Only purpose #3 is professionally achievable. If your purpose is to meet and gather information (no matter how negative the information), you will surely succeed.

"If you don't know where you want to go, it doesn't much matter how you get there," said the Cheshire Cat to Alice. If you keep a clear, achievable purpose in mind, you will be better prepared to control even the most "difficult" situations.

Purpose Audience

C
E

"Audience" refers not only to the person you're dealing with, but also to any bystanders or passersby. A bank customer service representative, for example, must be aware that her "audience" may include the irate customer who's convinced that the bank made an error in his/her monthly statement; the other customers in the bank waiting for service; the other bank employees; and her own supervisor.

When you have an "audience," you are "on-stage," acting the role of a professional. How well you play that role will determine your own career success.

Any professional public speaker will tell you that the most "difficult" audience to speak to is the unknown audience. If you don't know what they want to hear, how will you be able to satisfy them?

Likewise, professional negotiators know that the key to a successful negotiation (a "win-win" situation) lies in finding out all you can about the other person before you meet with him or her.

Therefore, before you meet with the manager to discuss your recreation program proposal, you should ask yourself the following questions:

- What kind of a person is the manager? How does s/he think? How does s/he make decisions?
- What is the manager's professional

May 3-7, 1989 is the Date Dallas, Texas is the Place New Visions, New Ventures is the Reason

The ever changing workplace has significant impact on the role of employee services, recreation and fitness in the workplace. How will you stay current on important issues? How are other companies' programs surviving downturns in the economy? The 1989 NESRA National Conference and Exhibit can help you answer these and many other questions.

EDUCATIONAL OPPORTUNITIES

Featuring:

- Health Issues/Fitness Programs
- Employee Benefits Trends
- Issues in Employee Store Management
- Employee Recreation Basics Track
- Peer Exchange Session
- Computer Applications



OTHER HIGHLIGHTS

- Exhibit Hall Full of New Ideas, Discounts, Services
- Guest Program
- Pre-conference Facility Tour of Area Corporate Health/Fitness Facilities



SPECIAL EVENTS

- Health Fair — A Working Session Just for Attendees
- Western Evening at Local Ranch
- Disney Presents "The Art of Service"



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background? What level of expertise has s/he achieved? What "language" (computers, accounting, engineering, etc.) does s/he speak? What is the manager's bottom line?

- In what ways might this manager be "difficult"—i.e., what objections might this manager have to my proposal? What "red flags" will I have to deal with?

If you focus your attention on the other person's needs, point of view, and possible objections, you will be better prepared to defuse any "difficult" behavior. Remember, if you anticipate that someone might verbally attack you, you'll be able to stay in control of the situation. You'll be able to say to yourself, "See? I was right. I knew s/he would act that way. OK. Now here's what I'm going to do..."

Purpose Audience Constraints E

The name of the game here is flexibility. If you have a clear purpose in mind, and if you've tried to learn everything you can about the other person, you'll be able to deal with any constraints much more successfully.

Notice I said "deal with" constraints, not "do away with" them. Sometimes constraints cannot be overcome. (The manager might really love your proposal, but there really may not be enough money in the budget.) Nevertheless, even the most insurmountable obstacles might be creatively overcome if you anticipate them. (Maybe there isn't enough money in the personnel budget earmarked for a recreation program, but what if individual departments paid their own employees' enrollments from some other funding source?)

You can't come up with creative solutions to apparently insurmountable obstacles unless you first acknowledge that the obstacles exist,

and then form a strategy to deal with them.

One of the most common constraints that can severely impede your ability to defuse a "difficult" person is the constraint of place. Where is the encounter taking place? In your office? In the other person's office? In a public area? If you can control the place of the encounter, you will have a much better chance of controlling the "difficult" person. (This is why so many business negotiations take place over lunch. A restaurant is "neutral" territory—the place "belongs" to neither negotiator.)

It's not necessarily fun to sit down and think about every possible thing that could go wrong or what might keep you from achieving your purpose, but such anticipation will ensure that nothing will surprise you. If the worst happens—if the manager takes one look at your proposal and immediately kicks you out the door—you should at least be able to say to yourself, "Well I thought s/he might really hate it. See, I was right." (When the worst happens—and Murphy's Law indicates that it will—there's at least some consolation to be taken from being "right!")

Purpose Audience Constraints Ethical Character

Your "ethical character" is your identity as a representative of your organization and your profession. In other words, your "ethical character" is the perception of professionalism which you "sell" to others. As Tom Peters, author of *A Passion for Excellence*, puts it:

"Superior leadership, make no bones about it, is pure selling, selling in the best sense of the word—i.e., establishing the perception, the feeling, the picture, that your view is right, that you listen, hear, and understand, that you are worth listening to, and following (or buying from)."

When you establish your "ethical character," you set up your role as a professional: You dress like a professional (you dress for your purpose); you speak like a professional (always calm and controlled, authoritative and articulate); you look like a professional (your "body language" says you are). You then hold on to this role, no matter what happens, no matter how abusive the other person may become.

This way, even if the encounter turns out badly (if the manager still hates your proposal, even though you anticipated your purpose, his/her reaction, and all possible constraints), you'll still be able to hold on to (and be proud of) the fact that you remained a professional. You didn't "blow up;" you didn't "break down;" you remained in control.

Purpose. Audience. Constraints. Ethical Character. When you **PACE** another person, you get in step with him or her. You anticipate the results you plan to achieve; you anticipate your audience's needs and objections; you anticipate any obstacles; you anticipate your professional role.

It doesn't take much time to **PACE** a "difficult" person. You can do it on your way from your office to the other person's office. You can do it while a "difficult" person is banging on your desk. While you **PACE**, you do more than merely "count to ten"—you anticipate success.

When you get in step with "difficult" people, you defuse their anger and anxieties and you maintain control of the situation. You do not become as "difficult" as they are. You remain a true professional.

Ellen Dowling, Ph.D., specializes in helping people communicate more effectively with others. As co-owner of The Professional Training Company, Corrales, New Mexico, she has consulted to many different organizations in communication skills and management development.

Design and Fixtures

by Edith Beattie, CESRA

A comprehensive marketing strategy for a retail store always emphasizes location, competition, products, advertising and expected profits. Often overlooked is store design and layout. Regardless of whether you have a small or large area for your store, design is one of the most important factors. Your first impression of the store is your most lasting.

The John Hancock Employee Organization in Boston, Massachusetts, recently opened a new store and designed it based on past mistakes, observations and employee comments.

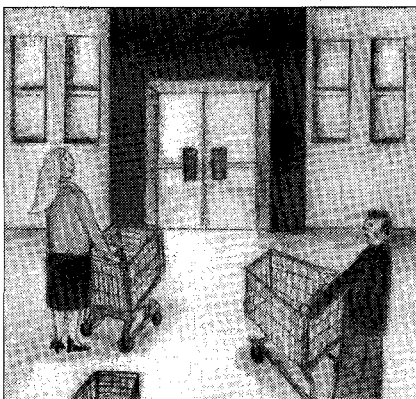
It is very important to solicit employee comments and suggestions as this provides needed feedback regarding what employees want and how they like to shop. Consequently, knowing what your employees want allows you to know which products to sell and how to arrange your store to sell those products.

As in any store, aisles should be clearly marked for ease of movement. Each department should be separate, and location of the departments needs to be carefully planned.

We decided to make our store self-service except for candy, photo and jewelry. This reduces the number of sales clerks, cutting down on expenses. The store layout is as follows:

MENS: We found that most men do not want to pass through ladies' lingerie and clothing to get to the men's department. When we designed our new store we placed the men's department up front and placed the appliance department next to it. Our sales in men's doubled in the first year.

JEWELRY: Our decision to place the jewelry counter in the middle of the store was basically for control purposes. It can be viewed from all areas within the store and thus discourages possible shoplifting.



Although our expensive items are under lock and key, the less expensive ones are displayed on top of the counters.

PHOTO: Our decision to place the photo area in the back of the store was used as a sales tool. Photo is the busiest department and we felt that people walking to the back of the store would also notice and buy our other items.

CANDY: The placement of our candy department was a difficult decision. Should we use the same philosophy as the photo department by placing this counter in the back of the store? Or should the candy counter be in the front of the store for quick and easy access? When the plans were finally developed, this problem did not present itself because the only open areas were in the front of the store. If you can, I suggest the candy counter be placed in the rear of the store.

LADIES AND CHILDREN: These departments are our best in terms of sales. It does not matter where they are located, the ladies will find them.

CARD STORE: Because of space limitations, we had to have a separate location for our card shop. In order to attract people to it we started selling stamps, movie tickets and restaurant

books. I suggest you incorporate your card store into your main store. It is always easier to sell merchandise from one location.

FITTING ROOMS: These are a problem since you need them in order for people to try on clothes; however, they are also an invitation for shoplifting. Try to place them near an area that can be seen by your clerks, and have locks placed on them so they can only be opened with a key. Do not install full doors but rather doors that open at the top and bottom.

SECURITY: Many of us do not want to think that our employees would ever think of stealing; however, it does happen. You can discourage theft by developing some common sense and security measures.

We had our own security department and security people from a major department store review our plans. Their suggestions and assistance were invaluable. You do not have to spend a lot of money to maintain security. Some inexpensive means are:

- Install mirrors instead of cameras
- Place signs about shoplifting penalties
- Train your salesclerks what to look for
- Place expensive items under lock and key
- Use low standing racks
- Place your cash registers in the front of the store.

One factor that we did not plan for in our design was sunlight. Our back wall is all windows and we are in a glass atrium. When summer came the sun came with it, fading some of our clothes and melting the candy. We were able to install blinds on the windows eliminating the fading problem, but found we could do nothing about the roof, which was the

cause of the melting candy.

One of our salesclerks came up with a simple solution. She opened up our umbrellas that we sell and placed them over the candy counter. It not only solved our problem but was very colorful and helped sell umbrellas.

FIXTURES: The placement of fixtures (counters, racks, shelving, etc.) is critical. Cash registers should be placed near the front of the store whenever possible. This is convenient for your customers and also you can watch your goods leaving the store.

Use your wall space for hanging racks. You can use one, two, even three layers of racks to display more merchandise. Use your open areas for counters, cubes and rounders since they are not tall and you can see everything.

The type of fixtures you need depends on the merchandise you are selling. Visit a major department store and see what fixtures would be best for the type of merchandise you

are selling.

One of your most important fixtures is the cash register. You can obtain a small inexpensive one or a complicated and more costly type. These should be purchased based on the site of your operation. Do not buy an expensive one unless you really need it. If your store is large you should consider a register that can also control your inventory.


Our first store had fixtures built by our own carpenters. They were not fancy but they did the job and it did not cost very much. Many vendors will give you free racks or stands--some new and some old.

Our card store is completely furnished with free racks (although we had to pay shipping on some of them). Always ask, you'd be surprised what can be furnished by a vendor.

In our main store we bought most of the fixtures with the exception of photo dropoff, books, nylons and

candy which were supplied free of charge by our vendors. Because our store was new and large, and we had the money, we decided to buy all new fixtures. Remember, fixtures are depreciable so you can spread the expense over 5-7 years.

LOCATION OF STORE: Our employee organization is 75 years old and has grown from selling candy bars in the corridors to our present size of 14,000 square feet. Based on our past experience your store should be located on the first floor or near your cafeteria since these are heavy traffic areas.

SUMMARY: You do not have to spend a lot of money to create an ideal environment for your store. Use your own in-house resources and get help and advice from your vendors. Keep your store neat and clean and your merchandise will sell itself. 

Edith Beattie is administrator of John Hancock's Employee Organization, Boston, Massachusetts.

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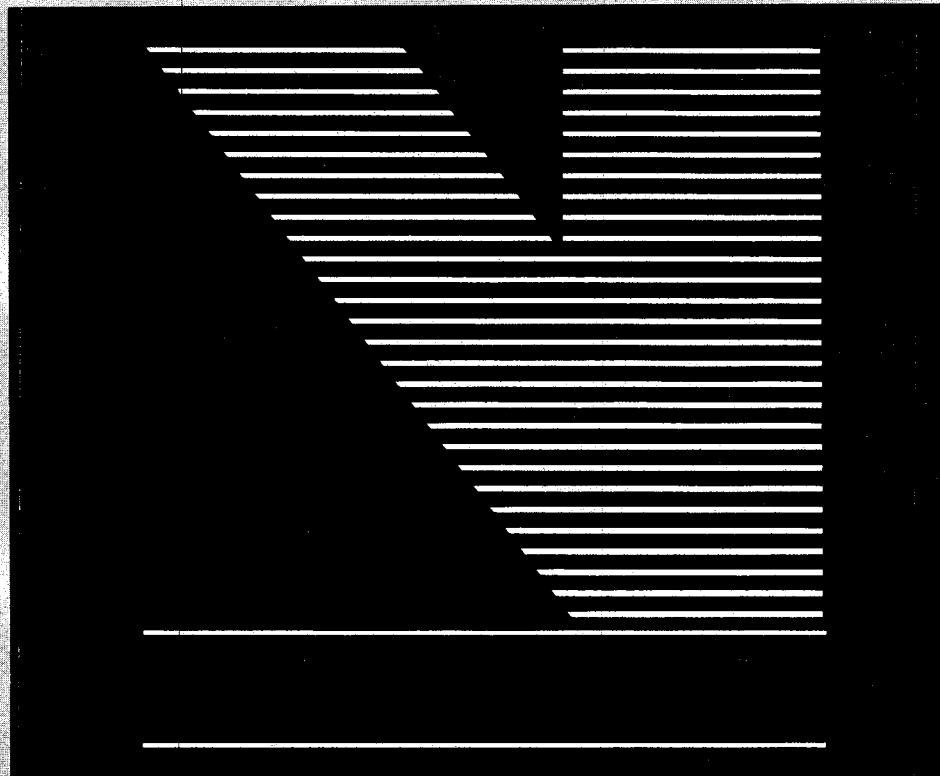
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NESRA'S 48TH ANNUAL CONFERENCE AND EXHIBIT, GRAND KEMPINSKI HOTEL, DALLAS, TEXAS MAY 3-7, 1989

Why is it important to bring staff or the president of your employee club to NESRA's Annual Conferences and Exhibits?

1. "The Ball Memorial Hospital Employment Activities Committee is a large committee and represents a large number of employees. I took four of the members of this committee to the NESRA Annual Conference and felt that this group could more adequately represent our hospital than I could alone.
2. With five people in attendance, more workshops can be attended and more conversations can take place in order to exchange information. When all information learned was combined, we had a lot of information to bring back to our institution.
3. Our group had an opportunity to evaluate our program by comparing it with 'what others are doing.'
4. As a result of their workshops and 'one-on-

one' conversations with vendors and other attendees, they were able to bring back a lot of new ideas and exhibit enthusiasm for our program because of 'things learned' and contacts made.

5. Last but not least, it makes my job so much easier when I can share the opportunity of attending such a superb national conference which NESRA offers us. You are only as strong and effective as those working for you, and this gives us an opportunity to absorb and experience knowledge along with the good time."

—*Nancy Shaffer, president, Employment Activities Committee, Ball Memorial Hospital, Muncie, IN.*

Did attending the 1988 NESRA Annual Conference and Exhibit bring about any changes in your daily worklife?

"Yes. It gave me some information as to how to get volunteers from other departments of my

company. I have always tried to do everything on my own. Now I've learned how to gather all my resources right here. Also, the techniques I've learned at the conference help me better communicate with my employees."

—Chris Lerma, supervisor, employee relations, Phelps Dodge Refining, El Paso, TX.

How did you benefit from attending the exhibit hall at the national conference?

"After meeting with all the vendors, I initiated many new discounts in our company store, expanding our program from servicing 6,000 employees locally to servicing 60,000 employees nationwide. I still keep in contact with many associate members and I have also referred these vendors to other people, especially those in different departments within my company.

In addition to expanding my discount program, I also compiled a promotional packet for the Kissimmee-Orlando, Florida area—including brochures, discount tickets, etc.—and I send these to employees who plan to vacation in the area.

I encourage others to attend this year's conference because it is a great way to meet people who can help you. Experience is a great learning tool and there are many people willing to share it with you."

—Terri Lynne Smith, Federal Express FEEA coordinator, Memphis, TN.

"One of the highlights of attending the exhibit hall at the national conference was just being exposed to all of the options available to offer your employees. I was familiar with what's available locally, but I didn't realize the scope of the options on the national level. I never realized employee discounts—with hotel, travel and gift companies—constitute such a large market. I encourage others to attend the conference because I brought back an affirmation of what I'm doing, and meeting new people was very beneficial."

—Elaine Green, corporate director of activities, A.C.T.S., Inc., Spring House, PA.

"What benefits do you attain from attending educational sessions at NESRA's Annual Conferences?"

"There is such a variety of quality programming, it's a challenge to decide which session to attend. I returned to the office with so many fresh and new ideas, I can't move fast enough to implement them."

—Mary Tanner-Loridon, employee services coordinator, The Stroh Brewery Company, Detroit, MI.

Because you are initiating a company store at your worksite, have you gained any valuable information from last year's NESRA's Annual Conference and Exhibit?

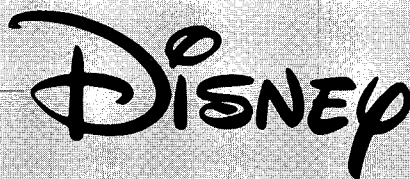
"Last May I attended the conference for the first time. It was an invaluable experience. This great educational experience helped me brush up on my business. Overall, it was good to see the company store exhibit—what it contained and what it looked like. As a result of attending the exhibit hall, I use one of the products a NESRA Associate Member provides as a product in our company store."

—Karen Pastore, supervisor, employee activities & services, Human Resources, Clairol, Stamford, CT.

"Our company store has been in existence for 75 years and it is very valuable to us. Anyone who is just beginning such a store will pick up a wealth of useful information, and after all, a company store is a great way to make money for your employee services program."

—Edith Beattie, administrator, John Hancock FCA Association, Boston, MA.

After attending the NESRA Annual Conference and Exhibit for the first time in



presents

THE ART OF SERVICE

NESRA CONTINUING EDUCATION PROGRAM

*May 3, 1989, 9 AM to 11AM, The Grand Kempinski Hotel
(site of the Annual Conference)*

\$125

This half-day workshop will focus on the following topics:

- **THE SERVICE PRODUCT**

Considering how a product relates to service and a company's image.

- **STANDARDS OF SERVICE**

Establishing expectations for employees based on customer's needs.

- **COMMUNICATING A SERVICE PHILOSOPHY**

Introducing expectations to employees and reinforcing with ongoing forms of communication.

- **A CULTURE AND MANAGEMENT STYLE THAT SUPPORTS SERVICE**

Setting priorities for management personnel that exemplify the service standards of a company.

- **MEASURING AND MONITORING SERVICE**

Evaluation of service based on employee and customer feedback.

During this workshop a Disney representative will discuss the techniques used to provide the quality service for which Disneyland has become known. Working in small groups, you will have the opportunity to analyze and discuss service concerns while building commitment to a quality guest service program.

Enclosed is my check for \$125. Please register me for the seminar "The Art of Service." Make checks payable to NESRA and mail them to NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154.

NAME _____ COMPANY _____

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May, 1988, how would you encourage other NESRA members to join us in Dallas, 1989?

"Attending the National Conference in May was a first for me. I highly recommend the conference to those who have never attended. The programs presented reinforced what we, at Rockwell, are providing for our employees. Most of all, I enjoyed being able to communicate with so many who have similar ideas, frustrations, concerns and determination to get their programs off on the right track."

—*Judy Jourdan, administrator, employee services & recreation, Rockwell International, Cedar Rapids, IA.*

What social/networking opportunities have you found through attending NESRA's Annual Conferences?

"I think a benefit of attending the NESRA Annual Conference is meeting people in the same business as yourself. This allows you to exchange ideas and to meet vendors. Just the sharing of successes and failures alone is worth the trip. What also makes the conference interesting is that you will meet a variety of delegates from a wide range of companies—, from those employing 200 employees to those from companies with 20,000 employees. I place great value in networking with delegates and vendors. If you have never gone to a NESRA Annual Conference before, you should do so because you may pick up an idea that you will never find anywhere else."

—*James Letkiewicz, employee services manager, M&I Bank, Milwaukee, WI.*

As past president of NESRA and current exhibitor, what benefits have you reaped from both sides of the coin?

"The conference provides me the opportunity to keep up with NESRA contacts and friends. Now that I serve in a different capacity, as an associate member, I speak to other associates

about the success they have had concerning NESRA membership and I discover new marketing tips. These vendor-to-vendor relationships also allow me to discover how associates can better serve NESRA corporations with products and services to employees. The national conference also strengthens the relationship of vendors to NESRA.

As past president, I worked with associates, but now I have developed a much stronger relationship with them and I benefit from ideas and ways of better serving organizational members. Often many delegates do not realize how important the NESRA associates are, but the associates are really looking out for the delegates. Delegates should realize that the exhibitors are there to help them."

—*Ron Jones, NESRA past president, Engravable Gifts by Cawley, Manitowoc, WI.*

How did you benefit from attending the NESRA 48th Annual Conference and Exhibit?

"Conferences, trips and special events keep me abreast of current trends in the ES&R profession. I usually bring back many fresh ideas to implement when I get back to school."

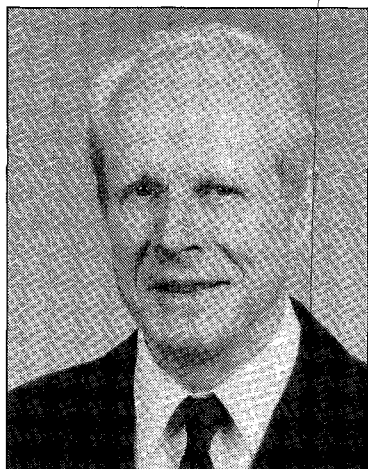
—*Roy Wohl, director of campus student union, Springfield, MO.*

Since you have attended every NESRA Annual Conference in the past 10 years, what keeps you coming back?

"Attending every NESRA national conference since 1977 has been a must for me for three reasons: (1) The conferences encourage the exchange of ideas with our outstanding members and exhibitors, (2) The stimulating sessions capture my interest, (3) The conferences are great fun, and after all, that's a great part of what we are all about."

—*Bernard Watts, The Goodyear Tire and Rubber Co., Akron, OH.*

Why Do CEO's Support ES&R Programs?



William K. Coors,
*Chairman, Adolph Coors
Company*

At Adolph Coors Company, we believe management has an inherent responsibility to employees to provide for not only financial well-being, but also physical, emotional and spiritual development. A simple paycheck cannot do all, so Adolph Coors Company has been and will continue to be a corporate leader in the area of recreation and health-related concerns.

Recreation programs allow for development on many different levels—the most basic being an opportunity to improve one's physical level of wellness while having fun.

For example, our softball leagues, one of the first cogs in our expansive recreation program, have featured men's and women's leagues, coed leagues, morning and evening game times and a variety of skill levels.

Why such a variety? We believe an

employee who is given the opportunity to add an activity to improve a well lifestyle will feel better, both as an individual, and about the company. That makes both the company and employees winners. The company benefits from a satisfied, well-adjusted and productive employee. Employees appreciate the company's efforts on their behalf and will feel better about themselves and their environment.

A solid recreation and wellness program will often benefit the individual on many different levels. As an example, when we opened our Wellness Center in 1981, we knew many employees were having back surgery each year.

With the implementation of the center's Well Back program, we have found a dramatic two-and three-fold decrease in the number of surgeries each year, saving many people the pain and stress of surgery. Follow-up care, provided through the Wellness Center, ensures that additional injuries are avoided, so the employee can not only stay on the job, but can take part in the recreational activities that s/he enjoys.

Like many companies, Coors has both production and office employees who, in many cases, seldom get the chance to interact on the job. The softball and bowling leagues, shooting, running, photography and skiing clubs (the list goes on to include 19 separate recreational activities) allow our employees to meet others from different areas of our operation, share ideas and interests, and get to know one another in an environment that, without these programs, might not exist.

Even our Wellness Center, a 25,000-square-foot facility on our brewery grounds in Golden, Colorado, offers this opportunity. I have seen my nephew, Peter, Coors' Brewing Division president, on the track with a wide variety of employees—from entry level to senior management—sharing ideas or just chatting while they pass the laps. It is an absolutely exceptional example of the positive effects of a wellness and recreational program.

In short, we believe our recreation and health-related programs contribute greatly to the positive working atmosphere that truly makes our workforce an extended family.



John E. Fisher,
*General Chairman and
Chief Executive Officer,
The Nationwide Insurance
Enterprise*

Since its establishment in 1950, the Nationwide Insurance Activities Association (NIAA) has aimed to

build a spirit of friendliness and unity among the membership and their families, through sports, cultural, social, and service activities sponsored by the association.

This initiative is part of a long-standing commitment, within our corporate objectives, to support programs designed to provide our employees with opportunities for self-expression, personal growth, and an abundant life.

In the 38 years since it was initiated, the NIAA has grown and prospered. Of the 5,500 employees currently assigned to our home office, 98 percent are fully members, and some 200 activities representatives in the various departments and offices volunteer their time to promote and coordinate association programs.

Our retirees are honorary lifetime members of our association. We encourage their participation as a way of preserving their ties to the organization and to their many friends and colleagues.

The spectrum of association-sponsored enterprise (subsidized activities) is broad, ranging from indoor and outdoor sports to the "Nationaires" (a choral group of 125 voices), to family days at the local zoo, to a Christmas party for 500 children and grandchildren of employees, and much more.

An activities center in our main building enables employee members of the association to buy—at very favorable prices—a variety of items. In a typical month, there are about 6,000 employee purchases at the activities center.

The advantages that flow from NIAA activities are numerous and impressive. Outings and events not only build morale and develop better understanding among all levels of employees, but they visibly serve to create positive attitudes that help to improve on-the-job productivity.

The recreation program has also helped us identify and develop employee leadership potential. At Nationwide, we believe that leaders

are not born, but are developed.

Leadership developed through the recreation program may well be our least costly means of helping to identify future supervisors and managers.

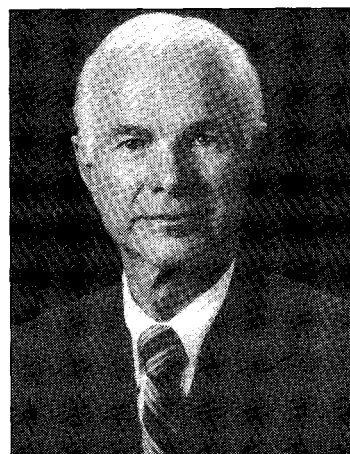
Overall, we recognize that off-the-job enjoyment can make a huge difference in on-the-job performance. An employee recreation program is a lubricant that can serve—when properly administered (by the employees) and supported (by management)—to reduce human friction in our contemporary, highly complex business/industrial society.

This kind of program, we feel, constitutes patent corporate recognition that each employee is a whole person and that we help our employees and families pursue their physical, educational, cultural, and recreational goals. Our experience shows this pays invaluable dividends to our employees and their families, to our enterprise, and to the community.

At Nationwide, we do not visualize any drastic changes in our programs, and certainly no diminution of their scope and impact. On the contrary, some expansion and strengthening of our current program of activities seems likely. Of course, new concepts and new approaches may evolve over time, and we will take advantage of any attractive options that may surface in future years.

Our activities association is 38 years old and still collects from each employee member the same annual dues of \$2 with which it began in 1950. Of course, much more can be accomplished with that \$2 now, thanks in part to a company subsidy, but we must recognize—in an age when the cost of almost everything has increased significantly—that some modest, future increases in employee membership dues may have to be considered.

We at Nationwide are committed to maintaining a happy, healthy workforce. We have found that it makes good business sense to do so.



***Charles C. Gates,
CEO of Gates Rubber
Company***

Working is just one dimension of a full, productive life. People in this country have more leisure time than ever before, and they cherish it—as well they should. Spending free time with family, friends and co-workers in a social environment is critical to health and well-being. People find their humanity in recreation, they find companionship, friendly competition and they release positive, directed energy.

My father, Charles Gates Sr., realized the value of recreation during the flu epidemic of 1918. Doctors prescribed fresh air and exercise for flu prevention, so twice a day Gates held 10-minute outdoor calisthenics sessions. Flu cases dropped dramatically; since then, the company has promoted employee health and well-being through recreation.

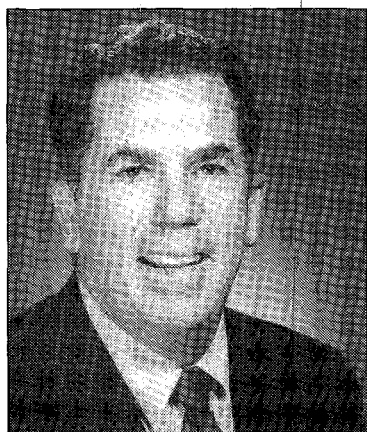
Employees who participate in quality leisure-time activities, away from job pressures, return to work fresh, enthused and vibrant, ready to commit themselves to their full work potential. They are more creative, with fresh energy to devote to problem solving. They relate better to fellow workers and customers. And, they are more relaxed and confident in their ability to perform up to the standards expected of them.

The dozens of teams, clubs and

special interest groups we sponsor provide many opportunities for personal growth through employee recreation. We also encourage employee contributions to community service. Incentive programs designed to encourage employees to contribute their time and talents to making their communities a better place in which to live and work is tantamount to recreation. We believe employees who have pride in their community are better corporate citizens as well.

Gates is facing the challenge of becoming a truly global company. Along with that challenge comes the responsibility for promoting recreational opportunities for employees in all countries. We began with a worldwide photo contest, which proved the power of pictures transcends cultural and lingual barriers and allows employees to communicate in a common medium.

The benefits of recreational activities are intangible. They cannot be measured in accounting ledgers and bottom lines. But when employees return to work with refreshed minds and bodies, ready to tackle the challenges their jobs demand, I am confident they make more valuable contributions to Gates.



**Allen J. Keesler, Jr.,
Florida Power
Corporation**

Clearly, we consider our 5,600 employees to be the "number one audience" at Florida Power Corporation. When they feel positive about

the company, our image as a caring, concerned business cannot help but be apparent to our customers and to the community.

Since 1981, employee services has been a highly visible benefit that helps to sustain morale and pride within Florida Power. It will continue to play a major role in providing services to every individual in our organization.

There probably is not a single employee who has not used one of the many programs offered by employee services. These money or time savers include discounts on tickets to movie theaters or Florida theme parks, film processing, safety eyewear, energy efficient appliances, children's toys, gift wrap, electronics and uniforms. Employee services also provides the convenience of voter registration, U.S. postage stamp sales and UPS services. Annually, more than \$1 million worth of products, tickets and services is sold.

By offering lower prices and convenience, we believe Florida Power is helping to make life a little easier and more enjoyable for our employees. These fringe benefits are appreciated and, in a sense, are the intangible element that contributes to overall employee well-being and job productivity.

On a broader level, employee services also seeks to build and maintain strong corporate identity and loyalty. A wide assortment of theme merchandise with the Florida Power corporate logo is available. Additionally, to build pride within individual work locations, employee services has prepared customized logos for over 250 work units, power plants and departments.

We will continue to offer as many of these services as possible. They are one way, in this complicated day and age, that we try to convey a sense of family spirit and comradeship within Florida Power.

Recognition for volunteer efforts and community service is another key objective for employee services. I believe we have one of the finest

employee volunteer programs in the nation. Our "Time is Money" program matches hours volunteered by employees with dollars contributed from Florida Power to qualified nonprofit agencies. Last year, more than 200 employees earned donations amounting to \$63,000 for these agencies.

Florida Power also has a long-standing corporate goal of encouraging employee participation in civic activities. Our "I Am Involved" program matches employees to agencies/organizations in need of their talents. This past year more than 1,300 employees volunteered over 108,000 hours in their communities.

A "no-smoking" policy was recently instituted throughout our company. As a way of encouraging proper physical conditioning and healthy habits, we offer discounted memberships at several area health and fitness centers. In the near future, I would like to see a walking/jogging trail with exercise stations added at our General Office complex, where 1,200 of our 5,600 employees work.

Due to the changing demographics in the workforce, child care is another area that is being addressed. We recently held a "Child Care Fair" to help our employees become more aware of the resources and facilities that exist to meet their needs. In the future, we may be able to arrange preferred provider volume discounts and transportation services for child care.

Programs, services and activities to foster employee recognition, goodwill and motivation have been part of management philosophy at Florida Power for many years.

We want to continue to provide employees with services that are desired, cost-effective and efficient—and, most of all, that make a positive statement about Florida Power and the way we treat our employees. Well-treated, these employees will extend the same courtesy and concern to the more than four million people we serve in a 32-county area of Florida.



AIDS

and Employee Services

by Randy Schools, CESRA

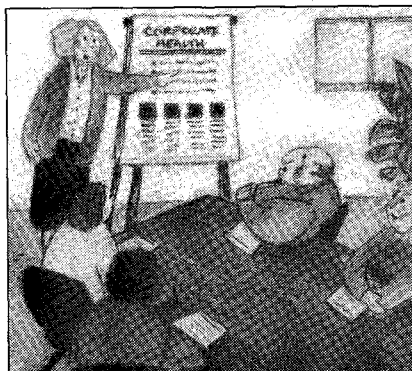
AIDS, a problem that concerns us as citizens as well as employee services administrators, brings forth many unanswered questions. Will insurers foot the bill? New drugs, are they helping? How do employees react when one of their co-workers is stricken with the disease?

More importantly, how do we react when one of our participants in the fitness club mentions to us that he has been placed under a doctor's care because of the presence of infection by human immunodeficiency virus (HIV), commonly known as AIDS? The answer is education not only of ourselves, but of our members as well.

The U.S. Department of Labor estimates that the workforce comprises 66.1 percent of the American population. As of October, 1988, over 79,000 cases of AIDS have been diagnosed in the United States alone. More and more cases are diagnosed on a daily basis. This frightening disease poses delicate questions for employers.

It will be felt in terms of human suffering, the loss of productivity, increased taxes, and health care bills. Rather than face fearful co-workers, many employees with AIDS simply disappear from their jobs and eventually join the growing ranks of the unemployed AIDS patients who are already straining social services in some cities.

By 1993, the Center for Disease Control in Atlanta estimates nearly 365,000 people will be living with the disease. In addition, as many as 10 million people by then may be carrying the virus, even though they



show no symptoms. Current research indicates that at least half of them will eventually develop the disease which destroys the body's immune system, leaving it prey to a host of lethal infections.

Concern about AIDS and its transmission in the workplace can also impact business by causing fear and work disruption. Our employers will need to develop cost-effective health care programs, as well as strategies to communicate information about health benefits and company policy on HIV-infected individuals to employees.

In turn, we will adapt with our company policies to make sure that all considerations such as participation in company events, fitness center programs, runs, etc., are taken into account. It is important to recognize how AIDS can be transmitted. Below is a list of current information. It can occur:

- During vaginal, anal, or oral intercourse, particularly when the uninfected partner has an open lesion in the mucosal membranes or the skin of the genital area.
- When unclean syringes or hypo-

dermic needles contaminated with HIV-infected blood are used for injection.

- When blood from an HIV-infected mother passes to her child in the womb or at birth.
- When HIV-infected blood is inadvertently transfused into an unaffected person.
- In rare cases when the skin is accidentally punctured with a sharp object contaminated with HIV-infected blood.

Both men and women can become infected through vaginal, anal, or oral intercourse.

It is a problem—a national problem—a community-wide problem—that we as employee services and recreation administrators need to take seriously. It is part of our work and our professional lives.

In 1986, many national companies joined together with the AIDS Foundation to produce the videotape, "An Epidemic of Fear." These companies—Levi Strauss, Bank America, Pacific Telesis, Wells Fargo, Chevron, Mervyn's Department Stores—provided the monetary support to produce over 800 "AIDS in the Workplace" kits which have been sold. The kits include the videotape.

As long as employees with AIDS are able to meet acceptable performance standards, and their conditions are not a threat to themselves or others, they should be treated like other employees. Critical to our roles in the fitness and recreation field is education. In our roles, these questions may occur:

Q. What about saliva, sweat, and

NESRA

Co-sponsors

First National Employee Health and Fitness Day

A statewide event which has grown to over 30,000 participants is being launched nationwide in May. It is the National Employee Health and Fitness Day (NEHFD) and has been endorsed by NESRA, the President's Council on Physical Fitness and Sports, the Association for Fitness in Business and many others.

Approximately 300,000 workers representing over 3,000 American corporations and companies are expected to take part in the first NEHFD scheduled for Friday, May 19, 1989, as part of "National Physical Fitness and Sports for All" month.

"It will be the biggest event in the nation's history to promote fitness at the worksite," stated Jim Liston, executive director of the National Association of Governor's Councils on Physical Fitness and Sports, the organization behind the project. The NutraSweet Company is serving as corporate sponsor of the event.

The national event, which is a spin-off from the highly successful "Illinois Employee Fitness Day" held annually since 1982, is designed to get thousands of employees to engage in noncompetitive physical activities such as walking, jogging or cycling during the regular workday.

"We hope this day will encourage companies to look seriously at initiating long-term fitness and recreation programs," emphasized Liston, "Our message is quite simple: Fitness does have a regular place in the company setting, whether it be a central business district, an industrial plant site or adjacent city parks."

The actual mechanics of each particular event will be decided by the individual company. However, the NAGCF Association strongly encourages that the noncompetitive activity be of a length that could easily be covered during an employee's lunch hour.

In order to participate in this national event, a complete program kit is available which will give you the tools and guidance needed to plan your company's activities. The \$20 kit includes a set number of ribbons, posters (order whatever quantity needed), safety/health tip sheets, suggestions regarding how to coordinate other company events/programs with this day, (i.e., involve company competition in offering a nutritional meal that day), etc.

For more information about participating in the National Employee Health and Fitness Day, call the National Association of Governors' Councils on Physical Fitness and Sports at 317/237-5630.

tears—can AIDS be transmitted this way?

A. The American Foundation for AIDS research responds in this manner: For the HIV virus to infect someone, it must get from inside an infected person's body to inside someone else's body, via fluid, to cause harm. Two research studies have indicated that HIV could sometimes be present in saliva or tears. These reports receive a great deal of press attention.

There have been no reports of anyone finding the virus in sweat. Remember that the virus is fragile outside the body. Even if the virus were present in a person's saliva or tears, and even if it managed to remain alive on the surface of something, it still could not do any harm unless allowed inside a person's body. So, the odds are astronomically against it ever happening. Hopefully this will allow continued participation for individuals wanting to continue their sporting or recreational pursuits.

Q. Many of our members have swimming programs or hot tubs. Can the virus spread this way?

A. HIV infection cannot be spread via swimming pools or hot tubs. There are a number of reasons why swimming pools and hot tubs are safe. Remember that in order to do any harm, HIV-infected cells must get from inside the body of an infected person to inside the body of someone else, and live cells must constantly be in a life-sustaining body fluid.

Q. On many occasions we sponsor company picnics, Christmas parties, or other special events where food is handled. Can the virus spread this way?

A. The basic principles of transmission apply here as well. To do any harm the virus must be carried by live cells in a life-sustaining fluid environment from inside the body of an infected person to inside the body of an uninfected person. No foods have

the ability to keep cells alive, and live infected cells are rapidly destroyed in the stomach.

The Center for Disease Control says "all epidemiologic and laboratory evidence indicates that blood-borne and sexually-transmitted infections are not transmitted during the preparation or serving of food or beverages." The CDC guidelines about AIDS in the workplace clearly state that "food service workers known to be infected (with the AIDS virus) need not be restricted from work unless they have evidence of other infection or illness for which any food service workers should also be restricted."

Serving or eating utensils pose no risk. Soap and water kills cells. The kind of dishwashing equipment used in restaurants, company cafeterias, or even home dishwashers, rapidly and easily kill any cells and any amount of virus.

Q. Another area of concern is blood—for example someone getting cut during an athletic game, someone falling and causing a cut at a picnic, or an employee simply cuts him/herself. What do you do?

A. Blood should be treated carefully regardless of AIDS. Although intact skin is an effective barrier against HIV and blood-borne germs, they are common enough and serious enough so that blood should always be dealt with carefully.

After contact with another person's blood, one should immediately wash one's hands thoroughly. It is important not to allow the blood of an infected person to touch any open sore or cut because the disease can be transmitted this way. An effective way to clean up quantities of spilled blood is by using an ordinary solution of regular household bleach. One part bleach to 10 parts water, just as it says on the label. Common disinfectants or detergents can also be used.

Use common sense about blood contact in the event of a serious accident. Minor amounts of blood, like the tiny bit of blood that can

result from a minor paper cut or pin prick, are not cause for concern. A common antiseptic or hand washing will remove any risk of HIV infection.

If you develop fears, be honest about them, talk with the employees who are infected; they have knowledge of the disease and will often know where you both can obtain counseling to help you diplomatically solve your difference. Do not be afraid to ask questions or educate yourself.

It's a new disease with many unanswered questions. Educate yourself, then educate your staff. Learn together and learn to be tolerant of certain lifestyles. You may disapprove of the lifestyles of many of your co-workers, and they may disapprove of yours. Learn that through cooperation, understanding, compassion and tolerance those affected by the AIDS virus may continue to be part of your programs.

For further information, contact:
American Foundation for AIDS Research
1515 Broadway, 36th Floor
(212) 333-3118

Public Health Service AIDS Hotline
(800) 343-AIDS
(800) 342-2437

National Institutes of Health (NIH)
Bldg. 1, Room 307
Bethesda, MD 20892

For NIH brochures and publications:
Bldg. 31, Rm. 2B03
(301) 496-4143

Information for this article was obtained from the above sources, with detailed material taken from AIDS Education—a business guide published by American Foundation for AIDS Research.



Randy Schools, CESRA, CAE, president-elect of NESRA, is general manager of the Recreation and Welfare Association at the National Institutes of Health, Bethesda, Maryland.

New Wellness Game

Test your agility and your knowledge about health and wellness in a new board game created to challenge fun-loving, health-conscious people.

"The Wellness Game" is a new concept in Wellness education. It combines health, well-being, fitness, knowledge, and fun in a revolutionary new board game for the millions missed by formal wellness and fitness programs.

The game is unique and it is available now for consumers and wellness coordinators. The staff of The Wellness Game Inc. will also work with wellness professionals to produce custom wellness programs for special segments of the community, including customized versions of the game.

Developed by two physicians who are authorities on stress, the game uses elements of "conscience" and "chance," along with "action" cards and questions about health and wellness.

For more information, contact *The Wellness Game*, 316 California Ave., Box 2000, Reno, NV 89509, 702-849-0200.

Eye-Tension Relief

To help employees offset the problems of blurred vision, tired eyes, fatigue and eye strain associated with extensive use of VDTs (Video Display Terminals), Computereyesed Software Innovations offers ExercEYES.

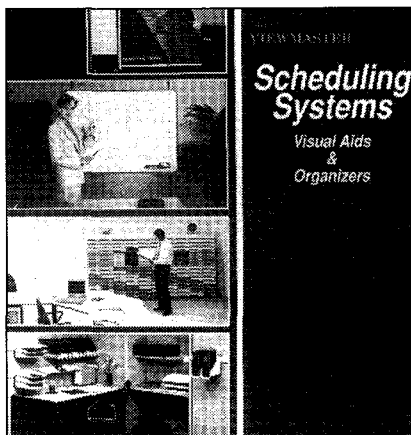
Through the use of an extensive series of exercises and therapy routines, this software will improve employees' visual skills such as eye-teaming skills, eye-movement skills and focusing flexibility. After using ExercEYES, the VDT operator will be able to move from character to character quicker than before. This

program will, in turn, improve reading efficiency both on a VDT and the printed page. In addition, this same exercise will assist "hunt and peck" typists to become more adept with the keyboard, thereby increasing their touch skills.

In addition to ExercEYES, the package also includes two other programs, Ergonomics and Anatomy of the Eye, to teach users to properly design their work stations for maximum comfort, as well as educate users on the structure and functions of the eye and visual system.

For more information, contact *Addisk, Inc.*, 2672 Bayshore Parkway, Suite 1055, Mountain View, CA 94043, (415) 961-9798.

Office Catalog Introduced



Abbot Office Systems introduces "Viewmaster," a 56-page, full-color catalog of visual aids, organizers and scheduling systems.

Magnetic visual control board kits show in detail how to schedule personnel, projects, production and activities. Your choice of over 100 magnetic accessories are available for customizing any kit.

Office layout planners, conference cabinets, signage systems and write-on boards are just a few of these visual aids highlighted in the catalog.

A complete section of wall and work station organizers features products designed to increase work space and personal productivity in any office environment.

For more information, contact *Abbot Office Systems*, Asbury Ave., Farmingdale, NJ 07727, 800-631-2233.

Spice Gift Packs



Lawry's celebrates 50 years of developing quality seasonings with specially selected Gift Packs that will spice up your day. Choose from an Italian, Gourmet, or a Mexican selection. Each gift pack includes Lawry's Seasoned Salt and Seasoned Pepper, four other bottled seasonings, four foil pack seasoning mixes, a selection of proven recipes, and two bottles of classic salad dressings or Mexican sauce, and all are packed in an attractive sturdy carrying case.

For more information, contact *The Essex Marketing Group, Inc.*, Crown St., Norwich, CT 06360, 203-887-0003.

Fishing Catalog Available

Abu Garcia, one of the most recognized names in fishing, features in its catalog such names as

Ambassadeur, Cardinal, Abumatic, and Conolon rods. The catalog also contains pre-selected combos by experts for all types of fishing from children's sets to the sophisticated rod and reel combo for the pro.

For more information, contact The Essex Marketing Group, Inc., Crown St., Norwich, CT 06360, 203-887-0003.

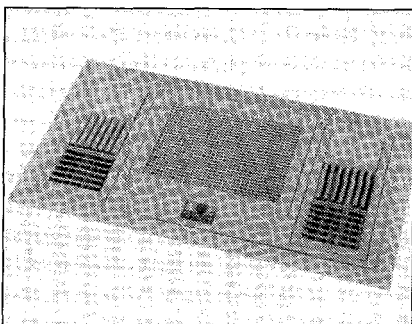
Emergency Information Pendant

The National Emergency Medicine Association (NEMA) has endorsed the MediScope, an emergency information product which gives its wearers a better chance of surviving an accident—whether the accident happens on the job, on the road, in the home, or at play.

MediScope guards against lost time and unknown information. Worn around the neck, the small pendant contains the wearer's complete health profile. Emergency personnel need only hold the pendant up to any light source to read vital information about the victim. Inside Mediscope is a powerful lens and a microfilm capsule containing the wearer's blood type, diseases, allergies, medical conditions, medications, insurance information, emergency contact, doctor, preferred hospital, and more. The MediScope is the only product NEMA has ever endorsed.

For more information, contact National Emergency Medicine Association, 30 W. Pennsylvania Ave., Baltimore, MD 21204, 800-448-6245 or 301-494-0300.

New Air Cleaner



Metal-Fab, Inc. announces its new MAR-1200 Micro Air air cleaner which mounts flush in a standard 2' x 4' ceiling opening and helps remove indoor air pollutants such as smoke, paper dust, bacteria, toner and other airborne impurities. Optional charcoal afterfilters help control odors. Variable speed control from 550 to 1,000 CFM allows you to match air flow to specific requirements. Three-way adjustable supply grills provide true 360 degree coverage for effective filtration. The MAR-1200 is ideal for offices and commercial locations.

For more information, contact Metal-Fab, Inc., P.O. Box 1138, Wichita, KS 67201, (316) 943-2351.

New Anti-Tension Device



Biosig Instruments introduces a unique new electronic product which helps to relieve tension.

Stressful situations cause large increases in muscle tension which often cannot be discharged. If the high tension continues, fatigue, soreness and even pain may result.

Antense, an EMG biofeedback monitoring device, is designed to help in this effort. Antense increases our knowledge of our internal selves and provides a method of communicating that knowledge.

A good indicator of stress is activity in the forehead muscles which goes unnoticed. Antense monitors this activity in the form of EMG (electromyographic signals) and

converts it to a pleasant modulated tone. The pitch of the tone is proportional to the amount of tension. By listening to this tone, individuals easily learn how to control muscles and in fact relieve the tension.

The Antense is easy to use. By practicing for approximately 15 minutes per day, the user will easily learn to control his/her tension, leading to a better and healthier life.

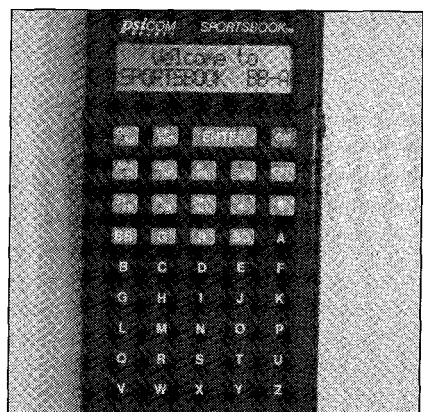
For more information, contact Biosig Instruments Inc., P.O. Box 860, Champlain, NY 12919, 514-733-3362.

Electronic Sportsbooks Available

Psicom Sports, a California company involved in manufacturing electronic sports items, introduces a family of seven new baseball or football electronic pocket-size handheld units designed to serve as information reference for the sports fan, professional and club member.

While being inexpensive, this Sportsbook Baseball or Football Information Series represents a revolution in the delivery of sports information and trivia—delivered when you need it most—at your finger tips.

Large amounts of sports-related information can be carried and retrieved from these small, battery-operated devices which also fit easily into a pocket. The Sportsbook Series provides immediate information such as: player name, biographies, game



statistics, coaches, hall of famers, team series, trivia, and records. Each unit may be updated once a season with current data. Units can be used as gifts and are available in executive gift models which include mini-TV sets and attractive desk carrying cases that include two information base units from both baseball and football series.

For more information, contact Psicom-Sports, 11875 Dublin Blvd., Suite #B100, Dublin, CA 94568, (415) 829-1165.

Calculate Calories Burned



NordicTrack, originator of the cross-country skiing exercise machine, recently introduced a new model that allows users to calculate the number of calories burned during a workout.

Called the Achiever, the new NordicTrack model has precise resistance settings and gauges that measure the pounds and kilograms of arm and leg resistance the user works against. An electronic digital speedometer shows time, speed and distance in kilometers.

"By knowing the exact weight your muscles are working against, and factoring in the speed and length of your workout, you not only measure the calories burned at your body weight, but also achieve your weight loss and fitness goals," explains the inventor and founder of NordicTrack.

These exercise machines duplicate the physical and aerobic benefits of cross-country skiing and they will condition the arms, legs, buttocks, and stomach.

For more information, contact NordicTrack, 141 Jonathon Blvd. N., Chaska, MN 55318, (800) 328-5888 x635, or (621) 448-6987.

Eyeglass Accessory Introduced

Sentinel Water Sports, a division of Packaging Industries Group, Inc., introduces Sentinel Slix, a durable, multipurpose eyeglass accessory which is useful for any active person.

Made of durable polyethylene olefoam, Sentinel Slix is three products in one. Uniquely designed, Sentinel Slix slips onto the bows of your glasses to serve as a featherweight adjustable sun visor. Slix eliminates backlighting on lenses while providing your eyes with maximum protection from the sun's glare.

Slix also serves as an eyeglass case. Still attached to the bows, fold your glasses and the soft foam wraps around the lenses to provide protective cushioning. Even if glasses are left unfolded, Slix will prevent the lenses from coming in contact with any harmful surface.

A third feature of Slix eliminates the common worry of wearing prescription glasses during water sports recreation. Slix floats! This along with its bright coloring is

valuable to windsurfers, fisherman, skiers, etc. Should your eyeglasses fall into the water, Slix will not only keep them afloat, it will make them easy to spot and retrieve.

Available in many colors, premium logos may be applied to this accessory, and a display rack exhibiting 12 Slix and storing up to 48 more is also offered.

For more information, contact Sentinel Water Sports, 622 Airport Rd., Oceanside, CA 92054, 619-722-0144.

Software Program Available

Baxter Healthcare Corporation's Health Data Institute (HDI) offers the WorkAbility™ Program. It is designed to manage disability costs by reviewing disability claims for necessity and by managing duration of disability leaves.

The WorkAbility™ Program is available to employers as a review service provided by its developer, The Health Data Institute (HDI). A registered nurse, backed by practicing physicians, uses the medically-based decision support system to review information provided by the treating physician and to set an agreed-upon target duration of disability.

In each case reviewed, the WorkAbility Program takes into account the employee's condition, any related medical problems, age and job requirements.

The program's decision-support software contains medical protocols to review most cases. However, in unusual cases or cases where the treating physician expects a duration of disability longer than the guidelines, the case is referred to an HDI physician for a dialogue with the training physician.

For more information, contact Baxter Healthcare Corp., 20 Maguire Rd., Lexington, MA 02173-3110, 617-863-2000.



NEW MEMBERS

WELCOME!

Apparelmaster
Cincinnati, OH

Bally's Casino Resort
Las Vegas, NV

Boca Raton IBM Club
Boca Raton, FL

City of Pontiac
Pontiac, MI

City of West Corina
West Corina, CA

Cuna Mutual Insurance Group
Southfield, MI

Dept. of Justice Rec. Assn.
Washington, DC

Dept. of Labor Rec. Assn.
Washington, DC

Dept. of Leisure Studies—
Arizona State University
Tempe, AZ

Detroit Grand Prix Assn.
Detroit, MI

Dialcom, Inc.
Rockville, MD

Digital Equipment Co.
Cleveland, OH

Dunham's Athleisure
Drayton Plains, MI

D.W.A. Smith & Co., Inc.
Newport Beach, CA

East-West Federal Bank
San Marino, CA

Electronic Data Systems
Lakewood, CO

Electronic Solutions
San Diego, CA

Enesco Inc.
Cambridge, MA

Exabyte Corp.
Boulder, CO

Export-Import Bank Rec. Assn.
Washington, DC

Farm Credit Club
McLean, VA

Farmland Insurance Companies
Des Moines, IA

FBI Academy Rec. Assn.
Quantico, VA

Federal Reserve Bank of Chicago
Detroit Branch
Detroit, MI

Ft. Logan Mental Health Center
Denver, CO

GE Company
Fairfield, CT

General Mills, Inc.
West Chicago, IL

General Novelty Co., Inc.
Denver, CO

Gray Line Tours of Southern Nevada
Las Vegas, NV

Hennepin County Personnel
Minneapolis, MN

Hillside Home For Children
Pasadena, CA

Hitchcock Industries, Inc.
Bloomington, MN

Holaday Crouits, Inc.
Minnetonka, MN

Honeywell Employees Service
Committee
West Covina, CA

Hughes Employees Assn. Long Beach
Long Beach, CA

Hyatt Legal Service/HLS Management
Cleveland, OH

Ideal Plastering, Inc.
Escondido, CA

Information Concepts
City of Industry, CA

Interphase Corp., Assocs.
of the Pacific Institute
Boulder, CO

Ioptex Research
Azusa, CA

Jeane Thorne Temporary Services
St. Paul, MN

Johns Hopkins University
Laurel, MD

Johnson Controls, Inc.
Ann Arbor, MI

Kichler Lighting
Cleveland, OH

Library of Congress
Welfare & Rec. Assn.
Washington, DC

Lockheed, EMSCO
Las Vegas, NV

Lucas Western
Industry, CA

The Lurie Co.
Chicago, IL

MAN Roland Inc.
Middlesex, NJ

Management Academy Social & Rec.
Committee
Potomac, MD

Mary T. Inc.,
Coon Rapids, MN

Marriott Food Service
Farmington Hills, MI

MDPH Bureau of Lab & Epidemiology
Lansing, MI

Megatape Corp.
Duarte, CA

Mercy Health Services
Farmington Hills, MI

Methodist Hospital of So. Calif.
Arcadia, CA

Michigan National Corp.
Southfield, MI

Micromedex, Inc.
Denver, CO

MRI
Cleveland, OH

Nat'l Labor Relations Bd. Rec. Assn.
Washington, DC

NYS Dept. of Health/Rec. Assn.
Rochester, NY

Original Cookie Co.
Cleveland, OH

Owens-Corning Fiberglass Corp.
Amarillo, TX

Peat Marwick Main & Co.
Detroit, MI

Pepsi-Cola
Somers, NY

Pharmacia Deltec., Inc.
St. Paul, MN

Phoenix Technologies Ltd.
Norwood, MA

PLUM, Inc.
Eden Prairie, MN

NESRA NETWORK

REGION I

Director—Gloria Roque (212) 887-6043

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Services and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Karen Moonan—(716) 266-8852.

REGION II

Director—Dick Haggerty (703) 750-4411

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

Cleveland Employee Services Association/Cleveland, Ohio. Contact Mary Berges—(216) 871-9900.

Dayton Industrial Athletic Association/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford—(814) 825-2915.

League of Federal Recreation Associations/Washington, D.C. Contact Arlene N. Williams—(202) 479-0089.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

Warren and Youngstown Employee Services/Warren, Ohio. Contact Gary Holby—(216) 783-2860.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge—(301) 681-4183.

REGION III

Director—Beverly Weiss (313) 471-8654

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Jesse Guerra—(312) 840-4305.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Beverly Weiss—(313) 471-8654.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

REGION IV

Director—Jo Ann Rollins, CESRA, (919) 770-2545

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 725-7543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones—(615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric—(407) 356-3365.

REGION V

Director—Joe Hauglie, (612) 853-3383

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 459-1482.

REGION VI

Director—Pamela K. Hahler (303) 744-5226

Denver Area Employee Services and Recreation Association/Denver, Colorado. Contact Lori Sharp—(303) 977-6605.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Diane Rollins—(817) 232-6495.

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Associated Industrial Recreation Council/Burbank, California. Contact Carl Nicchitta—(818) 842-6121.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Beth Barton—(714) 354-2171.

Employee Services and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Golden Gate Chapter of Employee Services/San Francisco, California. Contact Dale Shafer—(415) 973-5557.

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San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

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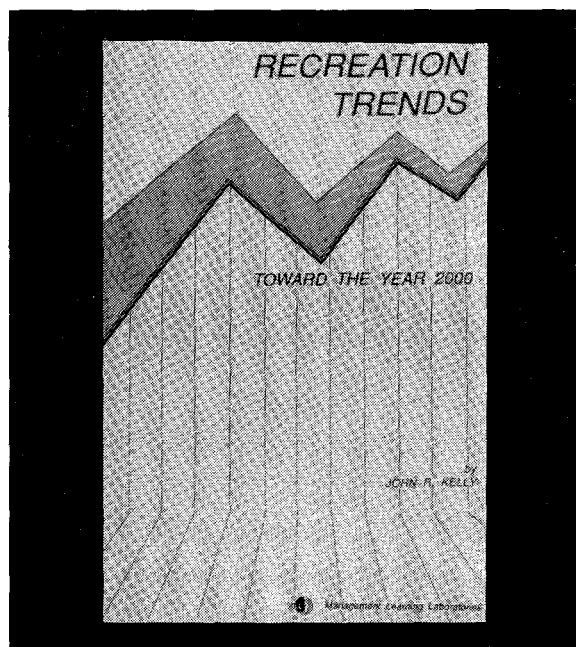
CONFERENCES & EXHIBITS

The 1989 NESRA Conference and Exhibit will be held May 3-7, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA Headquarters—(312) 562-8130.

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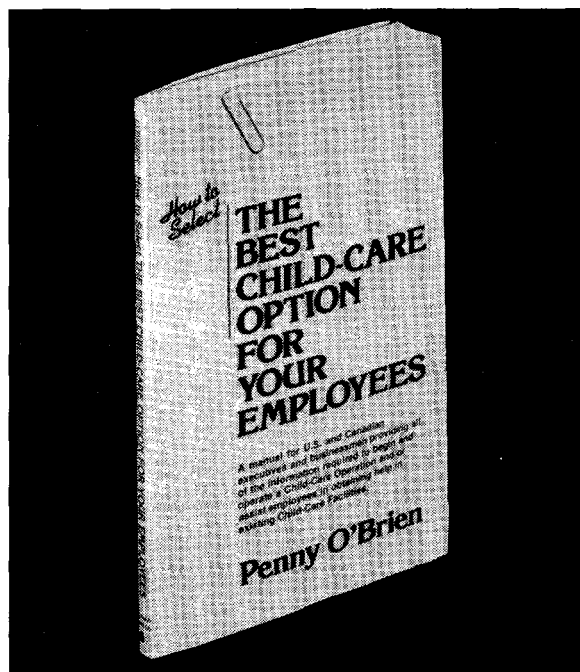
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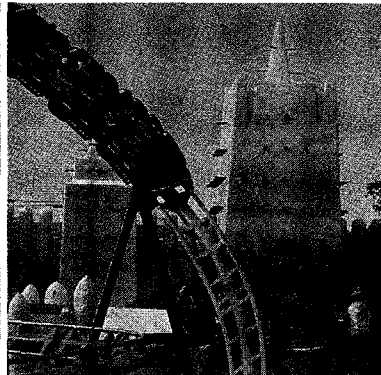
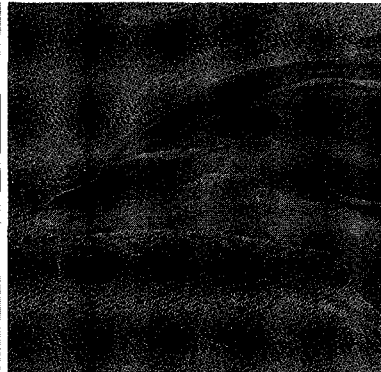


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What would it be like to know you are a prime candidate for colon cancer and that the x-ray pictured on the cover could belong to you in a few years? What would it be like to have this information and then be assisted in lifestyle modification to prevent this tragedy from happening? Read this month's cover story, "Health-Risk Assessments: Looking into your Future," to find out how to offer this invaluable service to your employees.

Who runs one of the most vital components of your organization? Who has the ability to improve employee morale, and hence productivity in your company? Who can instill a sense of pride and loyalty in your employees by establishing and influencing corporate culture? It's You! Read "Becoming a Pillar in your Organization" to find out how to present yourself in order to solidify your position.

Life has changed for tax-exempt organizations. The world has become competitive. Members are resistant to dues increases and increased activity costs, and grants are harder to come by. Turn to "For-Profit Subsidiaries" to learn the procedures for their establishment and the advantages of having a for-profit subsidiary.

Also in this issue, preview the first of NESRA's new textbooks in the ESM Bulletin; use some of the unique program ideas explained in this month's Viewpoint; learn the kinds of fitness software available by reading the Health Promotion Update; and discover how to make effective purchasing decisions in April's Employee Store column.

And don't miss the NESRA's 1989 Annual Conference exhibitor's listing, floor plan and complete program.

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- MANAGING CHANGE
- NESRA-MEMBER WAR STORIES
- EMPLOYER OF THE YEAR INTERVIEW
- CASE STUDY

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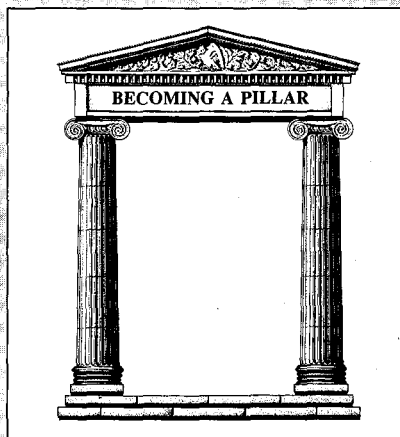
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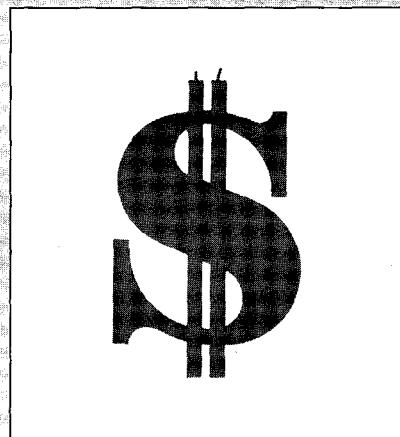


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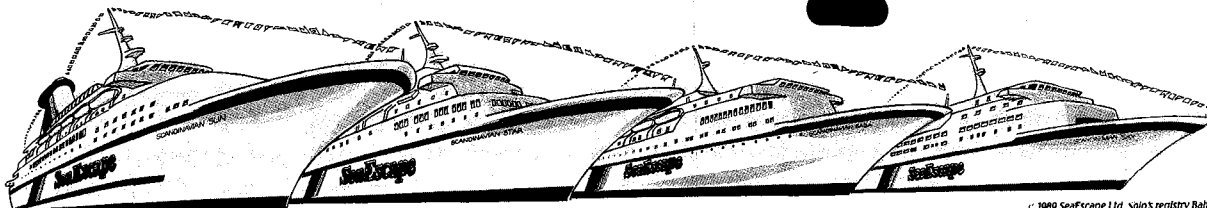
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NESRA PREVIEW NEW BOOK

by Jenny Stout

The NESRA Research and Professional Development Committee, in conjunction with the NESRA Education and Research Foundation, proudly announces its first book (of a four-book series on employee services), which will be available in May, 1989.

Operating Employee Associations—Providing Employee Services and Recreation Programs, by Brad Wesner, offers its readers the essentials needed to run a successful employee association. In addition to offering an interesting overview of the employee association's history and philosophy, the book's main focus is on the administration of an employee association.

Whether you have an existing employee recreation association or are looking to start one, this book is a necessity for you.

The first section begins with the history of employee associations, their development and mission. The book next focuses on the two kinds of relationships present in an employee association — task and people. Task relations include forming a club, establishing policies, and developing a plan. People relations include working with programmers, working with outside people who have a stake in the agency, and communicating one-to-one with co-workers.

The final section deals with the administration of the employee association's facilities, for maximizing one's facilities contributes to the success of the cause by helping people reach their potential. However, Wesner warns, the techniques suggested within this book will only help if you make the effort and put them into practice.

Chapter One traces the origins of employee services back to the Greek and Roman empires. Employee associations' popularity grew with the formation of such groups as labor unions, which allowed employees a voice in policy and a share of the profits. The current status of employee benefits can be attributed to four primary sources: the Federal Government, companies, labor unions, and employee associations.

The basic belief that meeting the employee's physical, emotional, mental, and social needs will lead to higher moral, less job turnover, reduced absenteeism, and fewer on-the-job accidents among employees is the basis upon which employee associations are formed and the topic of Chapter Two.

Employee services is a primary benefit available to employees which attempts to improve the employees'



circumstances in some way other than just financially. Although both the employee and the employer often have a different set of motives for desiring the services, they both agree on which services to offer.

Employee associations can offer sports programs, fitness instructions, travel plans, education seminars, discount programs, and preretirement plans.

Employee associations uniquely focus upon the employee both as an

individual and as an employee, taking into account the employee's job, family, and community. As a nonprofit organization, the association relies on volunteers who are concerned with its mission of enhancing the general welfare of the employees. The concept of the employee association operates on the idea that employees can be getting more out of life than they are currently.

Chapter Three begins Section Two with a discussion on establishing an employee association. To become a legitimate employee association, collect data as to why the organization is needed, develop goals and objectives which stress how the organization will strive to satisfy those needs, and create a constitution and bylaws. These data enable a mission statement to be defined.

Chapter Three also explains that a board of directors must compile and organize five documents: a mission statement (determines the philosophical boundaries of the employee association), the bylaws (determines the legal boundaries of the employee association), the organizational hierarchy (determines the administrative pattern), a personnel manual (outlines the administrative duties), and the trustee manual (helps to maximize the potential of the board).

The employee association must also decide whether or not to incorporate. Employee associations generally struggle their first couple of years, and therefore may not want to incorporate until they have a solid financial basis. This way, the company can take advantage of tax laws while supporting the employee association.

Chapter Four recognizes the importance of business meetings. As an employee association grows, the board realizes it cannot oversee all functions, either due to lack of time or expertise, and will often form committees to help with the overload. At this point business meetings become relevant, for they help the board to keep abreast of the committee's findings. However, the meetings should not be abused by overuse, but used only when necessary.

A good plan is the focus of Chapter Five. But before a

plan of action can be put into effect, an employee association must establish goals. Goals state how the association proposes to accomplish its mission. Writing a good objective leads to a successful employee association, and directs the course of the association. Objectives should be related to the goal, measurable, outcome-oriented, comprehensive, and obtainable but still challenging.

Once established, the association can proceed with a plan of action. Because an employee association is many things to many people, the prospect of planning may appear overwhelming, but only five things need actually be planned: the plan, the organization, the staff, the day-to-day administration, and the evaluation.

With a well-defined plan of action, all energies can be directed towards obtaining the employee association's mission. Just remember that planning is a never-ending process, and needs to be done daily.

Employee association leaders must also deal with task-related items, as discussed in Chapter Six, such as budgeting, administering corporate recreation, internships, and workshops.

Corporate recreation, another focus of Chapter Six, describes a series of activities which encourage an employee to adapt a healthier lifestyle, and increase an employee's health while simultaneously lowering health-

care costs for both the individual and the company.

Here, an employee receives accurate information about the subject matter, positive peer pressure and a constructive environment, all designed to foster new habits.

Recreation programs tend to be one of three types: educational, physical or social. The administration of recreation programs incorporates planning, activity alternatives, the law, safety, and testing. A leader must become familiar with all five aspects.

Chapter Six also reveals the importance of workshops as they work on pertinent problems with peers who have the same problem and with consultants who can offer additional insight into the problem.

Leaders need to consider what subjects will be discussed, who should come to a workshop, which consultant to invite, and employee receptiveness to a workshop.

Section Three features the different groups with whom an employee association must interact. An employee association has many stakeholders (those groups who have a vital interest in the association for various reasons).

To successfully interact and utilize stakeholders, a leader needs to understand the basics of how stakeholders make assumptions; identify the stakeholders and their relationship to the employee association; solicit input from the key stakeholders; combine all interests into the best possible strategy; and share the decision and the logic behind it with the stakeholders.

The company considers the money spent on programs and facilities a big investment and these funds must be utilized to their full potential.

Through programming one actually reaches the employee, but the proper facility must be available for a particular program to fully accomplish its goals.

An employee association leader must also run a successful public relations and marketing campaign, possess effective one-on-one communication techniques, and be a good manager of one's self. Managing one's self is a very important task, since the leader is the key contributor to the success of the employee association. All of these aspects are discussed in further detail in Chapter Nine.

Finally in Section Four, the author discusses facilities in detail and offers brief summaries and useful information concerning the administration of common areas of operation, ranging from art exhibits to newsletters to vending areas.

Look in upcoming publications for more information and order forms, or call NESRA Headquarters (312) 562-8130 to reserve your copy of *Operating Employee Associations—Providing Employee Services and Recreation Programs*, by Brad Wesner.

Jenny Stout is a communications intern at NESRA, Westchester, Illinois.

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Weary Weekends

While some people look forward to weekends to relax, many say weekends at home are as tiring as a week's work, reports *USA Today*.

A recent survey of 1,008 people reveals the typical adult spends 14 weekend-hours on chores. This is how participants divide their weekend work time:

Job-related work—3 hrs
Housekeeping—2 1/4 hrs.
Cooking—2 hrs.
Errands—1 3/4 hrs.
Laundry—1 1/3 hrs.
Home Repairs—1 1/4 hrs.
Food Shopping—1 hr.

In terms of fatigue, 90 percent felt no more energetic on Sunday than on Friday. Men reported feeling more energetic on Friday than women. Both sexes report the same degree of tiredness.

How much time adults spend on chores over the weekend depends on whether or not they are parents. Parents spend 66 percent more time cleaning, 43 percent more time cooking, 52 percent more time doing laundry than those without children.

When comparing sexes, women spend 2 1/2 more hours doing household chores than men.

Companies Take Training Outdoors

Training sessions featuring outdoor adventure activities can improve performance for self, team, and business, reports the November/December, 1988 issue of *American Fitness*.

Participation is the key factor in these programs, which greatly differ from the lecture-style seminars.

In the '80s people strive to reach their personal best. Moving toward the '90s there seems to be a trend toward resocializing the "what's in it for me" individual of the '80s with the people and environment around them.



One training program focuses on reconnecting the individual to a sense of self, team and business.

During this five-day program counselors lead participants into the philosophical underpinnings of the training—mental concepts. The group examines each concept—choice, consciousness, ability versus willingness, accountability, integrity, honesty and commitment.

In contrast to other classroom seminars, this program also integrates a series of outdoor rope activities which gradually increase in difficulty.

Participants come face-to-face with their own inhibitions as leaders guide them through climbing 35-foot poles, catching group members one at a time as they fall backward from a platform and designing a strategy to get all 65 group members over a 14-foot high plywood wall.

Figures show this training, which integrates "what the mind thinks, what the mouth says and what the heart feels," produces bottom-line results.

After employees of a division of a corporate giant underwent such training, overall sales increased from 91 percent to 160 percent in the first year after the program. The company experienced a sales increase for one major product from 90 percent to 238 percent of the goal.

When the army sent some of its members to such a program specially designed as a combat fitness program, physical fitness test scores increased

by an average of 25 points per person. This program helped reduce alcohol and drug abuse by 60 percent. Additionally, participants later called in sick 50 percent less.

Trimming Travel Expenses

Although travel costs are on the rise, travelers can keep expenses down by following these tips from *USA Today*:

- Make sure the trip is absolutely necessary. You may be able to accomplish the same goals by telephone, fax or electronic mail.
- Shop around for the least expensive airline seats. If you can plan a few days in advance, it may be worth purchasing nonrefundable tickets.
- Ask for lower airline, hotel and rental car prices. You may discover less expensive alternatives. Use your negotiating skills when making travel arrangements. If you have the ability to guarantee a certain volume of business, you may be able to reduce your prices by 8 to 10 percent.
- Inquire about using other's discounts. If your organization doesn't have a discount, ask the company with whom you're doing business if you can use their corporate discount.
- Try to get your business done in one day. One-day trips allow you to avoid the cost of a hotel stay.

Stepping Down from the Corporate Ladder

After achieving the goals normally associated with the corporate lifestyle—more money, more responsibility, more power—some employees are deciding the constant corporate crunch is conflicting with their personal lives and they are taking a step down from the corporate ladder, reports the February 13, 1989 issue of *U.S. News & World Report*.

One chief financial officer and top-ranking woman executive of a large

computer company recently announced that she would take a leave of absence to deal with a serious weight problem and she would return to the company a year later in a lesser position.

Many other managers who have attended another pointless meeting or sacrificed a weekend for the sake of an important project, have probably longed to do the same.

A New York psychologist who counsels dozens of patients suffering from burnout, has noted a rise in the number of high achievers who are slowing down. He says, "For the first time, we are seeing people not just talking about this sort of thing, but doing it."

While those who choose to lower their ranks gain a less stressful position and more free time, they also lose some of their power within the company. When one executive of a computer corporation gave up

his high-profile personnel position to become a personnel consultant, he also gave up his power. As a result, he lost the respect of some of his colleagues and friends, who now question his priorities.

As part of a lifestyle/leisure education offering, you may wish to offer this kind of option to some employees.

After employees make the decision to switch roles, they may need assistance creating a proposal to management (since few companies have policies regarding demoting one's self). One option for employees receiving the go ahead may be to offer their services as consultants or contract for specific projects. Taking these steps can help them earn a salary while still removing them from the daily routine of their jobs.

However, moving backwards, or even laterally, as opposed to moving full speed ahead is perceived as going

against the American way. Women who take time off from their jobs to care for children are recognized as making concessions, admitting that they cannot do everything. Men encountering stress-related health problems or wishing to spend more time with children, stray from the masculine ideas of the achiever as they take a step down the ladder.

Choosing not to tackle corporate goals also demands personal strength and requires a replacement of the satisfaction once gained by moving ahead with work. It becomes difficult to hold back when everyone around them is still climbing the corporate ladder.

A New Twist To Exercise

Yuppies and other groups face obstacles preventing them from exercising, reports the *Wall Street Journal*.

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The number of Americans who jog, swim, do aerobics, or play racquetball has decreased since 1984, despite experts' predictions that these numbers would soar.

As they become parents or move up the corporate ladder, some yuppies lack the time and energy needed to work out. Yuppies with families say new priorities edge out exercise while other groups say exercise has lost its pizzazz.

In response to the market's changing needs, some exercise equipment retailers now target their products to special groups of consumers. For instance, companies promote their treadmills to older groups whose doctors recommend walking therapy. The industry also makes more equipment for home use available in an attempt to offer consumers convenience.

Fitness centers appeal to new members by granting deep discounts.

Some popular deals include eliminated initiation fee plus five months free use of the club or one month's free use of the club and a free massage.

To keep fitness centers busy, clubs suggest adding a social dimension by offering mini-clubs similar to these:

- Sailing
- Wine-tasting
- Walking
- Investment
- Ski
- Dance

Also schedule social events such as boat trips, cookout/luau or themed activities to add a new twist. Attract nonmembers into the club by opening the center's salon and spa to them.

Rising Benefit Costs

A recent survey reveals the yearly cost of private-sector employee

benefits climbed from \$10,283 in 1986 to \$10,708 in 1987, reports the February, 1989 issue of *Nation's Business*.

This survey of large, midsize and small businesses shows employee benefits as a percent of payroll fell slightly from 39.3 percent in 1986 to 39 percent the following year. These results indicate that benefits are rising, but slower than pay. The November, 1988 issue of *Personnel Journal*, which also reports the phenomenon, attributes it to increased employee expectations and rising costs of health and medical costs.

Almost all companies (99 percent) report they make some contribution toward employee health care. Legally mandated benefits such as Social Security, unemployment/workers compensation are the only other benefits offered on such a wide basis.

Employers spent an average (per worker) of \$2,189 in 1987 and \$2,184 in 1986 on hospital, dental, and other

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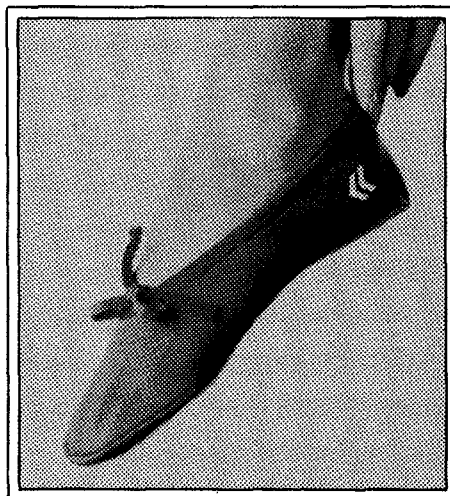
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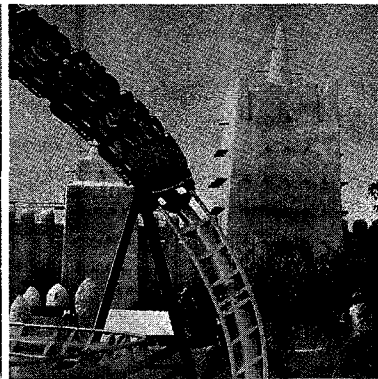
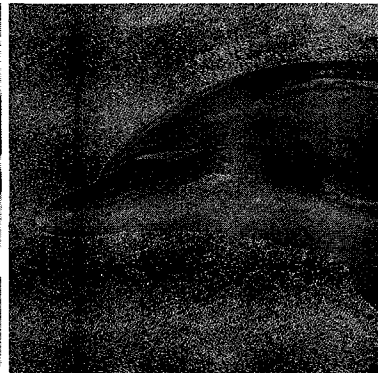
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Even though medical costs generally increased 6.6 percent, these costs to companies remained nearly the same from year-to-year because of stringent cost-containment programs which began in 1987.

Additional survey results are highlighted below:

- Benefit costs varied significantly among industries, with costs in dollar value and as a percent of payroll generally higher among manufacturing firms than service firms. However, service companies increase their benefits at a faster rate than manufacturing companies.
- The fastest-growing employee benefit appears to be payment for vacations, holidays, and other leave with payment increase from 10.2 percent of total payroll in 1986 to 11 percent of total payroll in 1987.

- Some companies no longer separate paid leave into vacations, holidays and sick days, but instead grant employees a set amount of paid days to use as they wish.

- Larger companies report higher expenditures for employee benefits than they have in the past.

The November, 1988 issue of *Personnel Journal* published results of subscribers regarding employee benefits. Highlights of the survey results follow:

- Larger companies offer a larger range of additional health benefits such as dental plans, vision care plans, and prescription drug plans.
- Almost four in 10 respondents (37 percent) offer health education/promotion/wellness programs. When broken down by company size, the figures are 54 percent for larger companies, 41 percent for medium-

size companies and 24 percent for smaller companies that offer such wellness programs.

- More than 75 percent of respondents' organizations offer group life insurance, 84 percent offer accidental death and disability and 83 percent offer long-term disability insurance.

- Almost all companies offer a retirement or pension benefit plan with the figures ranging from 100 percent in larger companies to 97 percent in smaller companies.

- The top three non-health benefits are outplacement services, child care and personal financial/investment planning services.

- Nine percent of larger companies, 13 percent of medium-sized companies, and 5 percent of small companies provide a form of child care.

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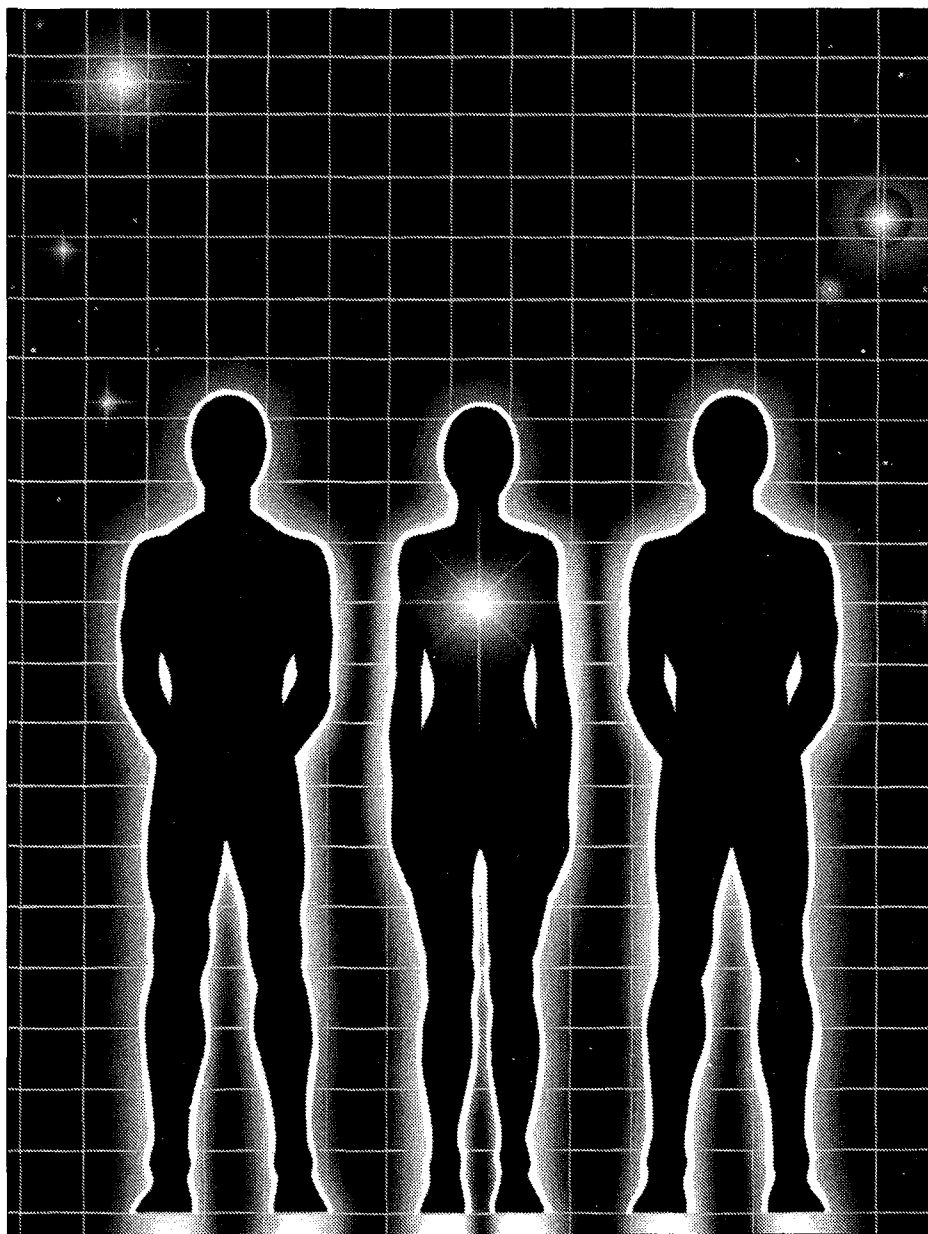
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HEALTH-RISK ASSESSMENTS



Looking into your future

by Shari Caudron

Over the past five years, health-risk assessments have caught the attention of human resources managers interested in ways to increase employee awareness of good health habits.

Using a successful assessment program instituted by Coors Brewing Company as an example, this article details the steps involved in selecting a Health Risk

Assessment (HRA), and suggests ways to ensure the success of a program in your company.

Stories have circulated for years about the manager who would ask employees to join him on a morning jog. Those who kept up were deemed fit for promotion, whereas those who didn't could forget any chance of advancement.

Though his method was questionable, this manager was

actually at the forefront of what has become a legitimate workplace concern: assessing and encouraging employee health.

Today, outrageous medical costs and a growing interest in "wellness" have corporate fitness directors searching for ways to increase employee awareness of factors that contribute to good health. Awareness they argue is the logical first step toward lifestyle change.

As an awareness tool, few programs have as much potential impact as the HRA, a questionnaire that provides a statistical evaluation of an individual's health risk.

Using national statistics on cause of death, information about the respondent's medical history and lifestyle are compared to others in the same age and gender group. Responses from a 50-year-old female, for example, are compared to actual risk factors of other 50-year-old females.

When results are calculated, individuals are given matter-of-fact information about their potential for premature death or disease that has proven a strong motivator for changing life-threatening behavior.

Health-risk assessments take up where the traditional physical exam leaves off. Whereas physicals can uncover a disease process, HRAs reveal an individual's risk for disease, based on factors such as smoking, stress and heredity. Furthermore, questions about seat belt use, alcohol consumption and use of weapons indicate the likelihood of accident or injury.

THE COORS EXAMPLE

Increasing employee awareness about blood pressure, cholesterol and lifestyle habits is the reason Coors Brewing Company initiated an assessment program in 1984. Known as the Health Hazard Appraisal, Coors' program, like many others, compares the chronological age of respondents to a statistical "health-age" based on the presence of certain risk factors.

Statistically, employees are termed "at-risk" if their health age is older than their chronological age by two years or more.

"We wanted a program that would provide personalized, how-to information to employees and their spouses," explained Lynn Gilfillan, coordinator of the appraisal program.

But in addition to providing useful information to employees, the Coors program gave management valuable insight regarding the need for other health promotion programs.

The questionnaires revealed, for example, that many female employees did not conduct regular breast exams. As a result, Coors initiated on-site mammography that, to date, has detected eight early malignancies.

A company-wide seat belt campaign was also instituted

resulting in a 20 percent increase in those who wear seat belts. In fact, the campaign is credited with sparing one employee serious injury in a rollover car accident.

SELECTING A HEALTH-RISK ASSESSMENT

According to Rob Ryder, a board member of the National Society of Prospective Medicine, companies that market health risk assessments "come and go like crazy." In addition, rough estimates put the number of national HRA vendors at more than 100. With so many programs on the market, how do you go about selecting one that meets the needs of your company?

First, firmly establish your reasons for considering an HRA. Is your program simply to increase awareness among employees of their health risk? Or, as in the Coors example, will results be used to design additional health promotion programs?

Also, consider the nature of your employee population. A high proportion of blue-collar workers might indicate the need for different wording than if the questionnaire is intended only for management personnel.

PROGRAM COSTS

The cost of HRAs varies dramatically, from a low of \$1 to more than \$120 per assessment. When you add this to the cost of administrative support and overhead, it's easy to see how an HRA can financially make or break your overall health-promotion program.

According to Ryder, the expensive programs generally include a few more "bells and whistles," such as color printouts and elaborate graphs. And although they may include more questions and provide more detailed information, he suggests that longer questionnaires actually reduce employee participation.

Pam Hall, program director of Health Care Services, the company that markets the Health Hazard Appraisal used by Coors, agrees.

"The expensive programs often include information on stress, nutrition and calorie consumption that is useful but not statistically relevant when you are talking about actual proven risk factors," she explains. "Furthermore, while charts and graphs are impressive, the average person may not know how to interpret them."

After extensive research, Coors decided on the Health Hazard Appraisal Program primarily because it was so affordable, according to Bruce Smith, manager of Coors Rehabilitation Services. "Our average annual cost, based on 10,000 employees, is just \$5 per enrollee," he said, "including appraisals, supplies, computer costs and a half-time educator/coordinator."

The Coors program does not include any blood work or

cholesterol screenings, however. Add these services to your program, and a realistic, per-person cost ranges from \$25 to \$35.

ASSESSING A VENDOR'S REPUTATION

Because there are so many companies offering HRAs, substantiating the promises made by each is a task in itself. When interviewing prospective vendors, make inquiries regarding:

- **References:** Ask for the names of other employers who have used their assessment program. If the program is a good one, the vendor will gladly provide references.

- **Methodology:** Ask how a company's statistical information is gathered. Most vendors use actuarial statistics provided by insurance companies. Also, check how frequently the data base is updated. As statistical figures are frequently revised, an out-of-date study may provide misleading results.

For example, what was considered overweight twenty years ago, may be considered an ideal weight today. Updates every two years is a good guideline.

The characteristics of the data base are also important. A thorough one will categorize results according to race—e.g., black, Hispanic, Caucasian—as well as by age and sex.

- **Experience:** Get an idea of how many assessments the vendor had conducted. Be sure to get the actual number of assessments completed, as opposed to the number of companies they've been involved with.

- **Comparative Results:** Make sure the vendor has the ability to provide follow-up studies by social security number. If your assessment is intended to be part of a long-range wellness program, you'll want to evaluate the progress of your employees at periodic intervals.

- **Test Assessments:** After Coors had narrowed down their search to Health Care Services, Inc., they asked the company to conduct a sample assessment of 500 employees. This indicated what questions needed further interpretation, what wording was confusing, etc. Your prospective vendor should be willing to do a similar test run of the HRA, and adapt the questionnaire and program guidelines according to results of that test.

- **Statistical Components.** At the very least, a health-risk assessment should be able to provide statistical information about your employees' risk of: Motor vehicle accidents, cardiovascular disease, different types of cancers, (i.e., breast, lung, throat), and stress and suicide.

In addition, general information about exercise and nutrition should be included.

IMPLEMENTATION AND INCENTIVES

Once you've selected an HRA that meets the needs of your company, how do you implement a program to ensure success? Here again, it depends on your specific goals.

Because Coors was primarily interested in raising the awareness of its 10,000 employees and their spouses, management opted to make the assessment voluntary.

"We felt our employees would resent a program that required participation," Gilfillan explained. "From the beginning, we wanted the appraisal to have a low profile, so that it wouldn't be a case of management meddling in personal affairs." Coors makes the 105-question appraisal available to employees to complete at home.

"Obviously, the number of those who choose to participate in a home-based voluntary program is going to be lower than those who are given work time to complete the questionnaire," added Ryder. "In fact, a 33 percent return is considered good participation for voluntary programs."

Coors, however, was able to encourage 53 percent of their employees to participate by offering an incentive.

With a self-funded medical insurance plan, the company offers participants who complete the questionnaire and meet the health-age/chronological age guidelines an increase in their insurance coverage from 85 to 90 percent.

Even if respondents fall into the "at-risk" category but demonstrate willingness to make lifestyle changes, they qualify for increased coverage. They then have three years to "shape up" or they must forfeit the increase. An employee's at-risk or not at-risk status is kept confidential.

According to Gilfillan, "the 5 percent co-pay shift provides an out-of-pocket incentive for employees and spouses who are willing to put some time and effort into taking good care of themselves."

FOLLOW-UP AND OTHER HEALTH PROMOTION PROGRAMS

At Coors, once employees receive their results, Gilfillan is available—by phone or in person—to help them interpret and internalize the data. For high-risk employees, a consultation with her is required at six and 12-month intervals.

"I have the opportunity to re-explain the structure and function of the body to people who haven't received that

kind of information since their school days," Gilfillan reveals. "One employee wanted to know how a heart attack develops; another needed to have blood fat, body fat, and food fats differentiated."

Because this kind of information is necessary for employees to fully understand their results, it's a good idea to have someone with a health-care background available to answer questions.

Furthermore, employees need up-to-date information about how to begin to make lifestyle changes. If your company doesn't sponsor on-site health education courses or house fitness facilities, be sure to provide a list of community resources.

If assessment results are used to develop in-house programs, such as smoking cessation or alcohol awareness courses, it's a good idea to conduct follow-up assessments of your workers every two to five years. This will provide an indication of the success of your health education efforts, and reveal a need for any additional programs.

Ryder recommends conducting follow-up assessments no more than every two years.

THE QUESTION OF ACCURACY

Because HRAs rely on self-reported data, there is usually some question regarding the validity of responses. However, in that assessments are primarily used by companies as an awareness tool, simply taking the test often provides employees with an increased understanding of the potential health impact of certain behaviors.

Gilfillan agrees, stating that even if employees do "cheat," the assessment provides enough valuable information on its own to be considered worthwhile.

The calculation of statistical results, however, must be done with some level of accuracy and validity. This is where establishing the methodology used by the vendor comes into play.

BENEFITS OF A HEALTH-RISK ASSESSMENT

Study after study has revealed that healthy employees produce more, take fewer sick days and accumulate less overtime. With this in mind, health-risk assessments offer an obvious bottom-line benefit. However, Ryder feels that improved employee health and morale are the biggest advantages of risk assessments.

"I've not found any single tool that does a better job of motivating people to make healthy lifestyle changes than HRAs. Usually, within 18 months of completing an assessment most at-risk individuals have made some healthy modifications in their lifestyle," he exclaimed.

"In my opinion the biggest benefit of a health-risk assessment is not one of cost-containment or increased

productivity, it is the employee relations factor. It is the willingness on the part of a company to demonstrate a "we-care" attitude by helping employees get started toward a longer, healthier life."

To learn more about health risk assessments, contact the Society of Prospective Medicine and ask for a listing of proceedings from the society's meetings. You can write to the organization at: The Society of Prospective Medicine, P.O. Box 20548, Indianapolis, IN 46220-0548.

To learn more about the Health Hazard Appraisal Program at Coors Brewing Company, contact: Lynn Gilfillan, M.Ed, Coors Health Hazard Appraisal Coordinator, Coors Medical Center, NH 120 Golden, CO 80401, 303-277-2138.

PROFILE: COORS HEALTH HAZARDS APPRAISAL PROGRAM

Coors' Health Hazards Appraisal (HHA) grew from a request by Chief Executive Officer William Coors for a cost-effective lifestyle awareness program for the company's 10,000 employees.

Instituted in 1984, the HHA is part of Coors' comprehensive, nationally-recognized wellness philosophy that helps employees make good decisions about exercise, diet, stress control, injury rehabilitation and general safety. Some facts of the appraisal program are:

- The HHA was explained in a video presentation to the entire workforce in just a few weeks.
- A telephone HHA hotline was implemented to reassure confidentiality concerns; to explain the out-of-pocket insurance incentives; and to help interpret questions in the HHA questionnaire.
- Each employee and retiree received two HHA questionnaires and two preprinted envelopes in a benefits explanation packet that was handed out at work or mailed to the home.
- Within the first six months 8,400 employees and spouses—53 percent of eligible adults—had enrolled in the HHA program. By the end of 1987, 11,000 individuals—or 80 percent—were enrolled.
- Since the program began, Coors has realized an average annual medical cost reduction of \$150 per person.
- Results from the HHA prompted Coors to institute blood pressure and cholesterol screenings, on-site mammography, courses on colon-rectal cancer and stress management and a company-wide seat belt education campaign.
- Employee response to the program has been overwhelming with one of the most frequent comments being "Thanks for caring."

Shari Caudron is a Colorado-based free-lance writer. She has written several pieces on workplace health promotion, and writes frequently on health and medical topics.



BECOMING A PILLAR

IN YOUR ORGANIZATION

by Jacqueline Parker, F.R.S.A.

WHO RUNS ONE OF THE MOST VITAL COMPONENTS OF YOUR ORGANIZATION'S HUMAN RESOURCE FUNCTIONS? WHO HAS THE ABILITY TO IMPROVE EMPLOYEE MORALE, AND HENCE PRODUCTIVITY, IN YOUR COMPANY? WHO CAN INSTILL A SENSE OF PRIDE AND LOYALTY IN YOUR EMPLOYEES BY ESTABLISHING AND INFLUENCING CORPORATE CULTURE? WHO IS THIS MAGICAL WIZARD? IT'S YOU! THAT'S RIGHT—YOU HAVE THE ABILITY TO DO ALL THESE THINGS, AND THE SOONER YOU RECOGNIZE THAT YOU ARE A PILLAR OF STRENGTH IN YOUR ORGANIZATION, THE CLOSER YOU ARE TO CONVINCING YOUR BOSS OF THIS FACT AND TO SOLIDIFYING YOUR ES&R POSITION.

It is vital at the outset, to establish what it is, exactly, that you do, because it affects how we perceive ourselves and in turn how we are regarded as professionals. We are not simply in the business of providing discount tickets or organizing picnics. We are in the business of influencing, and even establishing, corporate culture and improving morale and hence productivity. Do not perceive of yourself as a purveyor! The events and services we provide are merely the tools we use to do a much bigger job.

There are certain buzzwords that are active in American business today. "Excellence" has been with us for several years, and now "increased productivity" is part of everyone's business plan. Currently, America's productivity growth is near the bottom among industrialized nations. We are #12 among 13 on the criterion of growth in output per worker. If you are startled by this figure, imagine how the captains of American industry must react to it.

While there is no concrete documentation that happy workers are more productive, there is certainly evidence that unhappy workers are less productive.

We have daily examples of this in high absenteeism. People who are not happy stay out. What may be a deciding factor in whether an employee stays home with the sniffles or not may be an event you have scheduled: a softball game, a lunchtime program or an awards banquet.

Assuming these facts to be valid, one can conclude that one of the linchpins of steady productivity is high morale, which is defined as a "state of the spirits of an individual or group, as shown in willingness to perform assigned tasks, confidence, cheerfulness and discipline."

Now who wouldn't want their employees to fit that description! Remember that many of your employees are doing very passive work which may not provide an opportunity for the pat on the back we all need occasionally. Therefore, the chance to get credit for a job well done—by winning a trophy or being elected secretary of a club—is more important now than ever.

While there are many varying theories on how to improve productivity, no one can disagree with the following maxim:

One can improve productivity without improving morale; however, if morale is high, improved productivity is a natural by-product.

Productivity gains and rewards to employees to spur these gains were ranked top human resource issues through 1988 by 57 percent of the 264 Midwestern companies surveyed, according to last April's issue of this magazine.

Not all companies will use the same method to improve productivity. One company posted plant productivity counts every two hours to motivate employees. To promote quality work, some companies convince employees they're the best while other companies reward quality work with money, dinners, and sporting event tickets.

There are many ways to improve morale—raises, time off, etc. You have no control over these factors. You do, however, have control over helping your employees spend their leisure time in ways that are meaningful to them and even to your organization.

Your methods can—and will sustain high morale. If any of you doubt the relevance of high morale in running a major institution, consider that most major political analysts named restoring high morale to the nation as one of Ronald Reagan's major accomplishments during his presidency.

A Reagan quote from a letter he wrote when he was Governor says, "I agree with the need to arouse this nation and remind its people of their greatness." You can do this by making your employees feel that the reason your organization is great is because it has always employed great people.

Using terminology like that straightforwardly may best be done when put in the mouth of the Chairman of the Board or CEO. Work a phrase like "We're the best because you're the best" or "A Tradition of Excellence" into an article or speech he may need. An anniversary or awards banquet is a perfect setting for this.

If any of you attended the NESRA conference in Minneapolis in 1987, you heard The President of the World Future Society, Edward Cornish, report that while in 1950, the average work week was 40 hours, now it is 35 hours, and it will continue to decline.

Although we are as a society returning to more traditional values, women will not leave the workplace to raise their children. What does this mean to us as recreation directors? How can we capitalize on these trends to solidify our position? Let me tell you more facts.

Your average employee has 16 1/2 hours a week for leisure, an 8 percent drop from 1984. This seems to contradict what I said before about the decline in work hours. However, remember that in most families, Mom is working.

Although she may work fewer hours at the office, there is still a full-time job for her at home. Given that the demands on her time are greater, minute-to-minute, than ever before, the availability of family activities at the workplace, discounted or not, may mean the difference between doing them or not.

Here's another bit of magic that you all have: You have the power to give the children of your employees some of their most cherished childhood memories. Consider that a child may never be prouder of a parent than when he sees that parent win an award or hears a superior say what important work the mom or dad is doing.

How employees spend their leisure time has a definite effect on the workplace. A weekend spent watching television is much different than time spent interacting with one's family at sporting or cultural events, or even a company picnic. When your employees have an enjoyable

experience that you made possible, they not only feel good about themselves, but also more positive about their work.

It is important to remember that any time an employee has a positive experience as a result of working for your organization, his morale is improved.

An article in the December 12, 1988 issue of *Forbes* began, "After decades of admonishing the people to work, work, work, the Japanese government is now urging them to Enjoy! Enjoy!" The piece explains how the "Japanese work so hard and so long, (over 200 hours more a year than Americans) they don't know how to play."

The Japanese Ministry of International Trade and Industry admits, "We have to convince our people to accept more leisure." Why is the Japanese government reducing the work week from 46 hours to 44 in 1991, and ultimately 40 by 1993? Because they know that workers who are less stressed are productive in more positive ways.

Remember that in the last 15 years the Japanese have developed management techniques that are emulated worldwide, and they are now a leading industrial pioneer. It is safe to assume, I believe, that the Japanese government expects these changes to enhance their international reputation.

Whether you are just beginning in this field or are a veteran, it is smart to incorporate in everything you do a unifying metaphor, such as family, team or club. People want to feel they belong and you should capitalize on this desire by making them proud to be part of a winning team—your organization.

Another concept that should be more clearly defined is corporate culture. Culture is that which sets one apart from other entities and makes one feel unique and special. This is not the same for everyone. What works in one place may not work in another.

Culture unifies people under the umbrella of common experience and can be symbolized by a flag, music, literature, etc. If your organization is new, you have an opportunity to establish corporate culture. If not, you can capitalize on an existing culture, and even change or modify it.

For example, an organization with which I am familiar was very paternalistic. With 4,000 employees, liberal benefits, and a president who looked like a stately grandfather, the culture was appropriate. However, when a new, much younger president came on board 10 years later, he needed to be integrated into the organization in a way that was not unsettling to an increased staff of 8,000.

This new president wanted to bring the organization into new fields of endeavor, which potentially could be very threatening to a population of many long-term employees.

By presenting the new chief as a hands-on kind of leader, smiling, with shirt sleeves rolled, the culture was shifted from paternalistic to fraternalistic.

The new president went with the culture that existed and modified it rather than worked against it. The flip side of this story is that another decade passed and brought

REMEMBER

- You have one of the most important jobs in your organization.
- By being responsive to the needs of your organization and its employees, you make yourself indispensable.
- You are NOT in the business of providing discount tickets or organizing picnics. These are merely the tools you use. You ARE in the business of influencing and even establishing corporate culture and improving morale and hence, productivity.
- You can improve productivity without improving morale; however, if morale is high, improved productivity is a natural by-product.
- When employees have high morale, they have a sense of pride about their work and their organization. Where there is pride, there is excellence.
- Any time an employee has a positive experience as a result of working for your organization, his morale is improved.

with it another president and a new agenda. He, too, must make changes, but he is choosing to disregard morale in the process. Ignoring advice, he is working against the existing fraternal culture and implementing new programs that employees find threatening.

By communicating with employees only through the company newspaper, where he is seen in a distinctly hands-off position, he is neither paternalistic nor fraternalistic—he comes across as antagonistic. The result: many of his best people are leaving and morale is at an all-time low.

Remember that you can help your employees handle and accept change by tempering news with sensitivity and presenting it in ways that they can understand.

Selling yourself and your programs to your boss is done the same way that advertisers sell their products: the consumer (in this case, your boss), must be made to believe that he needs the product (you and your function), and that having the product will either make him look good or feel good, or both.

First of all, each of you must convince your boss that an organized employee recreation program is a vital human resources function, a key component in any strategy to improve productivity.

Now, let's play a little make-believe. Pretend that I'm the Chairman of the Board, and I call you into my office and say you have 30 seconds to tell me why I shouldn't eliminate your entire function. What do you say? Everything in the first paragraph of this article.

Tell him also that you can make him look like a hero to his employees and appear an innovative thinker to the business community. Tell him that organized wellness programs were unheard of 20 years ago, but as employers realized that they could reduce absenteeism and lower health insurance payments by implementing them, fitness programs began to proliferate.

Organized recreation programs are an idea whose time has come, because they too, can influence, improve and perhaps even eliminate some plaguing human resource problems, ranging from absenteeism to pilferage to bad public relations.

Solidifying your position is easy—make yourself indispensable. You do this by responding to the needs of your boss, your boss's boss, and your organization. Don't let this concept scare you. It just means being more creative in what you do, not necessarily doing more work.

For example, let your programs be a natural conduit for elements of corporate communication. Is your organization having a landmark anniversary? Let your annual picnic be the site of a celebration. Do you have a new CEO, or even manager? What better place for an

introduction than at one of your events.

What corporate problems can you solve? Is your company introducing a new product? Let your employees give you free advertising with a sample and a T-shirt.

By being responsive to the needs of your organization whether it be your boss, your CEO, or your employees, you automatically become indispensable. When your CEO wants to go public with a statement, he calls the public affairs department. When he wants to communicate with his employees, he should be calling you.

Is there a mission statement or ethical policy he needs to get across to the rank and file? Issuing a memo will get the news distributed, but not necessarily read and understood. Can these ideas be better expressed visually—perhaps by cartoon or comic book? Don't laugh—some of our most formidable economic rivals are using comic books to communicate serious matters.

Organize a contest to name the mission statement. Above all, be creative. And if you need assistance, consult with people who are creative. Chances are there are staff in-house—advertising or graphics people—who can help you come up with innovative ideas.

What about physical concerns? Does your workplace have no food facilities? It's easy to get vending machines installed. Do you have a room where people can eat? Make it a kitchen and install a microwave oven.

If your office is remotely located, making it difficult to get away for lunch, organize lunchtime programs (as easy as a TV with a VCR library) or establish a library.

Is your organization in a metropolitan area? Organizing food and clothing drives for the homeless is easy to do and can get you good publicity in your own newspaper, as well as in the local press.

At Christmas, take part in the Toys for Tots campaign. Everyone loves to make children happy at holiday time.

Speaking of children, why not spearhead the movement for childcare for the young children of your employees. NESRA Headquarters can give you help with this idea.

Another way to secure your function is by publicity. The more people who know what you do and how well you do it, the more likely you are to continue doing it. Coverage of all your events in your company paper is a must. What about your annual report or personnel publications, or even your local newspaper?

If you don't underestimate the importance and value of your work, no one else will, either.

Jacqueline Parker, F.R.S.A., is assistant director of university development, New York University, New York, New York.

For-Profit Subsidiaries

by Paula Cozzi Goedert

The last twenty years have seen a total revolution in the financial structure of tax-exempt organizations. In the past, most tax -exempt organizations were supported by dues, gifts, grants, or exempt function income. Because these types of receipts are exempt from federal income tax, tax-exempt organizations could lead a relatively simple existence. They did not generally file federal income tax forms (only reporting forms) and they did not have to pay federal income taxes.

Life has changed for tax-exempt organizations. The world has become competitive. Members are resistant to dues increases and increased activity costs, and gifts and grants are harder to come by. More and more tax-exempt organizations look to business income to support their exempt activities. Most exempt organizations can carry on a business, either inside their own structure, or through the use of a for-profit subsidiary. Social and recreational associations, however, are subject to stricter rules, which limit their ability to carry on businesses inside their structure. Such associations can carry on businesses, but it is important to do it right, however, to protect the exempt status of the organization. This article will review the uses of for-profit subsidiaries to carry on a business activity and the procedures for their establishment.

BACKGROUND AND STRUCTURE

In evaluating a business proposal, an exempt organization's first criteria should be, "Is it good for the organization?" Tax planning can frequently accommodate a venture that will otherwise benefit an exempt organization.

One of the most useful tax planning techniques is to establish a for-profit subsidiary to carry on a business which would otherwise jeopardize the tax-exempt status

of an organization. The stock of the subsidiary can be owned by the tax-exempt organization. The subsidiary will pay tax on the income at the same rate applicable to other corporations. If there is profit left over after paying the tax, the subsidiary can pay the profit as a dividend to the tax-exempt parent. Dividends received from for-profit subsidiaries are not taxable to most exempt organizations, but they are taxable to social and recreational organizations.

Even in this day and age, there are occasionally exempt organizations that say "If we have to pay a tax, we do not want to get involved in the activity." If this made sense, American industry would shut its doors and all workers would apply for welfare. It is almost always better to earn income and pay a tax, than it is to forego any income in the first place. This is especially true in light of the lowering tax rates in recent years. Corporate tax rates are now much lower than they were a few years ago.

In addition, the subsidiary may deduct from revenue the expenses of the business activity before arriving at taxable income. The deductions, of course, are subject to the same substantiation requirements as deductions by a for-profit business taxpayer. This means that if the organization is audited, it convinces the auditor that the deduction is legitimate.

Another common reaction to a suggestion that an exempt organization establish a for-profit subsidiary is the response "It won't work." Many people do not believe that the Internal Revenue Service permits exempt organizations to

carry on business activities through a for-profit subsidiary. But it is true. With some reflection, it is easy to see why. The chief concern of the Internal Revenue Service is that somebody pay a tax on all business income. When a for-profit subsidiary is used to carry on a business activity, the subsidiary is paying tax on its business income. Thus, no one gets an unfair advantage.

A social or recreational association which starts a for-profit subsidiary must live with the additional limitation that investment income must be less than all substantial part (usually interpreted as 35 percent) of its gross receipts. Dividends from a for-profit subsidiary constitute investment income and are included in this computation. In addition, a social or recreational club is subject to greater IRS scrutiny than most other exempt organizations, and must plan its activities with constant attention to tax implications. But even with these limitations, for-profit subsidiaries are used by, and are working for, many social and recreational organizations.

REQUIREMENTS

In order to recognize the for-profit subsidiary as a separate legal entity and permit it to carry on business activities, the Internal Revenue Service requires the strict observance of corporate, procedural, and accounting formalities.

CORPORATE FORMALITIES

The for-profit subsidiary must be separately incorporated. This means that a charter or articles of incorporation must be obtained from a state. The for-profit subsidiary need not be incorporated in the same state as the parent. In fact, if the parent is organized in a state with arcane corporate laws or an inefficient secretary of state's office, it may be advisable to organize the for-profit subsidiary in a more compliant state, such as Delaware.

The for-profit subsidiary must also have its own bylaws. These will be different from the bylaws of the parent, because the for-profit subsidiary will not be a membership organization, as are many tax exempt organizations. Thus, all of the standard provisions concerning members should be eliminated and standard for-profit provisions, such as the conduct of business by conference call, should be incorporated where permitted by state law.

The for-profit subsidiary must file Form SS-4, an application for an employer identification number, with the Internal Revenue Service. The subsidiary will be a separate entity from the parent, and thus must use its own employer identification number for all purposes. The subsidiary need not, however, file an application for tax-exempt status with the Internal Revenue Service, because it is not a tax-exempt organization.

PROCEDURAL FORMALITIES

Because the for-profit subsidiary is a separate legal entity, it will have its own Board of Directors and Officers. Many for-profit subsidiaries are organized with the exact same persons serving as board members for both the parent and the subsidiary. The Internal Revenue Service has issued a ruling that has called this practice into question, and many tax advisors have been recommending that the subsidiary board include at least one or two persons who are not on the board of the parent.

Some tax-exempt organizations establish subsidiaries with totally separate boards; that is, completely different persons serve as directors of the subsidiary from those who serve on the parent's board. While this bolsters the subsidiary's position that it is a separate legal entity, it also causes potential problems of a practical nature. The subsidiary board will not always agree with the parent board. Sometimes it will violently disagree, and cause dissension within an organization. Especially if the subsidiary becomes fairly profitable, the tail can start to wag the dog, and the subsidiary board may think they can set policy for the parent organization. To avoid this problem, the parent board should at least retain the power to appoint and remove directors to the subsidiary board, even if they do not appoint persons from among their own numbers to serve.

The meetings of the subsidiary board should be held at least once a year. Especially if many persons serve on both boards, the meeting of the subsidiary board can be held immediately before or after that of the parent board. A separate set of minutes should be produced for each board.

ACCOUNTING FORMALITIES

It is very important that the for-profit subsidiary be operated separately from the parent for all bookkeeping and accounting purposes. This means that a separate set of books should be maintained for the for-profit subsidiary. It will not do to have an IRS auditor visit headquarters, and simply point out which lines on the general ledger constitute the subsidiary's. The books must be kept physically separate, whether maintained in hard copy or on a computer.

The most important aspect of independent accounting is that the for-profit subsidiary must pay for all of its own expenses. This means that it must maintain a separate checking account and actually write checks on that checking account for its own expenses. It is not acceptable for the parent to pay for all of the subsidiary's expenses, and then make a bookkeeping adjustment at the end of the year. The best evidence that a subsidiary is a truly independent entity is that it pays its own way.

This does not mean, however, that the subsidiary and the parent can have no joint expenses. Many parent

organizations manage for-profit subsidiaries. It is important, though, that there be a fair allocation of common expenses, and this allocation should be set forth in a written contract between the two entities. The contract may either specify a flat management fee, or can specify which expenses are to be allocated, and how they are to be allocated.

If a flat management fee is used, the parent should be prepared to demonstrate to the Internal Revenue Service that the fee represents a fair charge to the subsidiary for the services—neither too high nor too low relative to fees charged by other managers. (A good source for comparison would be to contact association management firms and ask them for bids for managing the subsidiary.) If joint expenses are allocated on an individual basis, they should be allocated according to some identifiably fair method.

For example, office space can be allocated according to square footage used by each entity. Personnel time can be allocated according to hours worked for each entity, and employee time logs should be maintained to substantiate the allocation. Heat, light and power can be allocated according to square footage, and so on.

The most common mistake made by tax-exempt organizations which maintain for-profit subsidiaries is the failure to maintain adequate documentation of allocations.

The IRS may not visit headquarters for an audit until several years after the allocations in question were made. Key personnel may have changed during that time period. Memories grow short. The tempers of the IRS auditors also grow short when they hear explanations such as "I'm sure I had a good reason at the time, but I can't remember why I made the allocation this way." The rationale for each allocation must be written down and filed in such a way that it will be easily retrieved when the IRS asks for it.

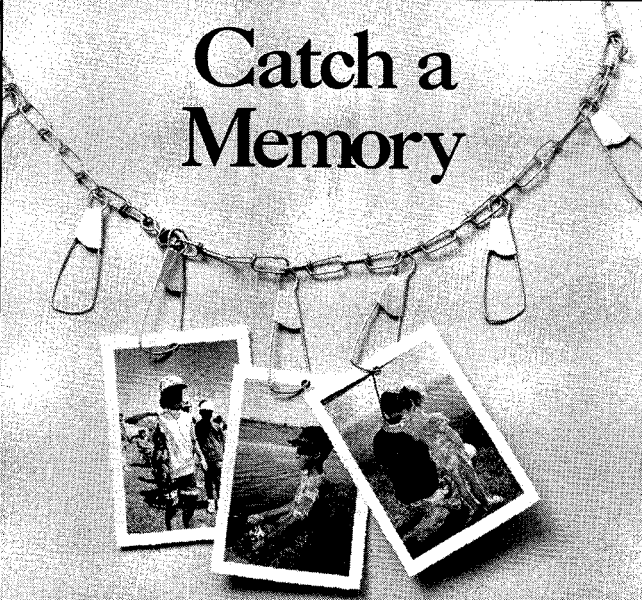
Because the for-profit subsidiary is a separate entity, it will also file separate tax returns. Exempt organizations generally file 990s and 990-Ts, if they have a business income. For-profit subsidiaries will file Form 1120, the regular corporate income tax return. It is usually a good idea to maintain the parent and subsidiary on the same fiscal year, so that any adjustment in allocation of joint expenses can be made at the same point in the fiscal year of both entities.

A typical reaction of an exempt organization to this litany of formalities is to protest "This is too much hassle!" It is true that the establishment of a for-profit subsidiary requires a great deal of extra paperwork and accounting. Whether the benefits will outweigh the burdens will differ in each case. The deciding factor in many cases will be how much money the parent organization stands to make from the proposed activity, or what important benefit will accrue to the parent or its members. Having an accountant and attorney on your professional team that is versed in the rules governing tax-exempt organizations can greatly ease the burdens.

POSSIBLE LAW CHANGES

In deciding whether or not to establish a for-profit subsidiary, it is important to obtain up-to-the-minute advice, because some members of Congress have voiced a desire to change the rules governing for-profit subsidiaries, and the change could become effective at any time. One proposed change is to aggregate the activities of a for-profit subsidiary with those of its tax-exempt parent in determining whether the tax-exempt parent is entitled to maintain its tax-exempt status. This proposal has been met with a loud cry of protest from the tax-exempt community. The proposal seems particularly unfair, since the Internal Revenue Service has for years been advising tax-exempt organizations to operate business activities through for-profit subsidiaries. In view of the loud protest, this proposal may never become law. There is no way of knowing, however, what form the final law will take, or if one will ever be passed, so a timely consultation with a knowledgeable tax advisor is imperative before establishing a for-profit subsidiary.

Paula Cozzi Goedert is an attorney with Jenner & Block, Chicago, Illinois.



Catch a Memory

A child's first catch... the one that got away... the prize winner in the derby. All good memories and all part of fishing. National Fishing Week is June 5-11. Take a friend or loved one fishing and catch a stringer full of memories today.

NATIONAL FISHING WEEK
JUNE 5-11, 1989

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AMERICAN FISHING
BOAT MANUFACTURERS
ASSOCIATION

48th ANNUAL NESRA CONFERENCE AND EXHIBIT
THE GRAND KEMPINSKI, DALLAS
MAY 3 - 7, 1989

CONFERENCE REGISTRATION

INSTRUCTIONS

1. **Please use one form per person/couple** - photocopies allowed.
2. Complete all portions of this form and mail it to NESRA - see address below.
Make check payable to NESRA. Advanced registration cannot be accepted without full payment.
3. Your name and company will appear exactly as you indicate below.
4. Please read registration, hotel and cancellation policies.
5. **Print or Type** all information clearly.

**CONFERENCE
REGISTRATION**

Name: A. _____ Title _____

Spouse/Guest: B. _____

Common First Name: A. _____ B. _____

Company: _____ Phone: _____

Address: _____

City: _____ State: _____ Zip: _____

Is this your first National NESRA Conference: _____ Yes _____ No

I am a Certified Emp. Svcs. & Rec. Admin. (CESRA) _____ Leader (CESRL) _____

FEES

	PRIOR TO APRIL 1, 1989	AFTER APRIL 1, 1989	AMOUNT
Delegate - NESRA Member	\$295.00	\$330.00	_____
Nonmember Delegate	\$315.00	\$340.00	_____
Associate Member not Exhibiting	\$395.00	\$420.00	_____
Commercial Attendee not Exhibiting	\$425.00	\$425.00	_____
Spouse/Guest	\$140.00	\$150.00	_____
Student	\$130.00	\$135.00	_____
Retiree	\$ 75.00	\$ 75.00	_____
		Total	_____

**REGISTRATION
POLICY**

The registration fee includes attendance at all events, business meetings, educational sessions, conference meal functions, exhibit hall and planned social events.

**HOTEL HOUSING
POLICY**

All room reservations must be made directly with The Grand Kempinski. We cannot guarantee the availability of rooms after April 12, 1989. The NESRA Conference rate at The Grand Kempinski is \$90 (single or double). A reservation card will be part of your registration confirmation packet. Should you prefer to phone in your reservation, the number is 214/386-6000. Please be sure to state that you will be attending the NESRA Conference.

**CANCELLATION
POLICY**

Full registration will be refunded if cancellation is received postmarked not later than April 15, 1989. After this date, a refund cannot be guaranteed.

TURN TO

NESRA, 2400 South Downing Avenue, Westchester, IL 60154

Questions? Call: 312/562-8130.

For Office Use Only 1 2 3 4 5

CONFERENCE PROGRAM

WEDNESDAY, MAY 3, 1989

PRE-CONFERENCE ACTIVITIES:

8:00 - 11:00 a.m.



Disney presents **"THE ART OF SERVICE"** This half-day workshop will focus on the service product, standards of service, communicating a service philosophy, and measuring and monitoring service. During this workshop, a Disney representative will discuss the techniques used to provide the quality service for which Disneyland has become known. Learn to incorporate their expertise into your own service situation. (\$95 fee, separate registration required)

11:30 a.m. - 4:30 p.m.

Tour

Facilities Tour. Visit the state-of-the-art fitness facilities in the Dallas/Fort Worth area, including: General Dynamics, Frito Lay, Texas Instruments. (\$25 fee, includes lunch; separate registration required)

5:00 - 6:00 p.m.

First Timers Welcoming Reception

THURSDAY, MAY 4, 1989

6:30 - 7:15 a.m.

Morning Exercise Session — Low Impact Aerobics

8:00 - 9:00 a.m.

Regional Breakfasts

9:00 - 10:15 a.m.

Chapter Leaders' Seminar

10:15 - 11:45 a.m.

Opening General Session and NESRA Business Meeting. Keynote address by Jeffrey Hallett, president of TRAC, Inc. and author of **"Worklife Visions"** This opening keynote session will address the new challenges facing organizations and how they will bring attention to human resource strategies, programs and activities. How ES&R programs fit into this scheme will be discussed.

11:45 - 1:00 p.m.

Lunch On Your Own

12:00 - 12:45 p.m.

Chapter President's Lunch

1:00 - 1:40 p.m.

Rogers Coleman, M.D., Blue Cross/Blue Shield of Texas shares his insights on **"Workplace Health Issues."** This session will provide two different focuses which corporations MUST understand. One perspective is what will impact the individual on a personal level. What are the trends in illness, disease, injuries, etc.? Another perspective is what will impact the corporation and what can be done to address the many variables that could affect the individual's place of employment.

1:50 - 3:15 p.m.

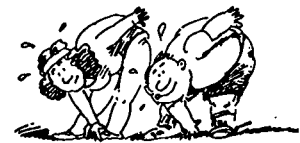


Attend a **Health Fair** put on just for conference attendees! Tips on putting one on at your company, or improving on your current event will be available, as well as a number of free screenings.

2:00 - 2:45 p.m.



Lyn Hefernan of USAA presents **The State of Employee Stores - Present and Future.** Employee stores continue to be an integral part of an organization's employee services and recreation program. This session will highlight current trends on employee stores as well as their place in the organization of the future.



Thursday, May 4, 1989 (Continued)

3:30 - 5:30 p.m.

6:00 - ?



GRAND OPENING OF THE EXHIBIT HALL

The buses leave at 6:00 for an evening of TEXAS FUN at Circle R Ranch. Enjoy a real Texas barbecue meal, rodeo, country and western dancing and more!

FRIDAY, MAY 5, 1989

5:45 - 7:30 a.m.

8:00 - 10:00 a.m.

10:00 - 11:30 a.m.

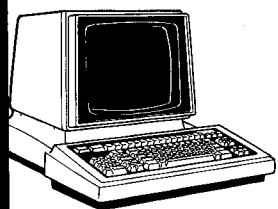


10:15 - 11:15 a.m.

11:45 - 1:45 p.m.

2:00 - 2:50 p.m.

3:00 - 3:50 p.m.



4:00 - 4:50 p.m.

Exercise Session - Aqua aerobics in the Grand Kempinski's indoor pool.

Exhibit Hall Open
Continental Breakfast

STRATEGY EXCHANGE. Here's your chance to ask a question, share an idea, make a new friend! Topics will include: Fund Raising Ideas, Child Care Options, Company Outings, Travel Programs, Fitness Programs, Volunteerism, Program Justification, and Recreation/Wellness Synergism. ALSO: **EMPLOYEE STORE ISSUES**, including: Negotiating With Vendors, Offering Additional Services, Hiring and Managing Staff, Store Maintenance and Security, Pricing. (Each exchange will be moderated by a NESRA expert)

EXHIBITORS SESSION - Sales Techniques for the NESRA market

MANAGEMENT LUNCHEON, Employer of the Year Award.

"The Mysteries of Motivation" presented by 1988's favorite speaker - Bob Gaylor, USAA.

CONCURRENT SESSIONS

"Presenting Your Case (Justifying Your Program With Management)" Dr. D.W. Edington, Director of University of Michigan's Fitness Research Center will explain the process of developing a presentation to your management and justifying the present and future existence of your programs.

"Managing An Employee Store Without The Store." Phyllis Smith, CESRA, Executive Director of the Hughes-Fullerton Employees Association will lead a panel discussion on this topic. Learn how three organizations are currently offering successful discount programs and services without the benefit of an employee store. Obtain useful tips to take back to your organization.

"Employee Store Computerization" - Edith Beattie, CESRA, Administrator of John Hancock Insurance's employee recreation and service program will lead this practical, "how to" session explaining the process of computerizing your store functions. You will learn the basics necessary to computerize your income and expense reports, inventory, cash flow, etc. from someone who has gone through the process.

"Walking at the Worksite" - Celeste Hammon, Fitness Consultant. It's the fastest growing recreational sport and probably also the oldest. Walking programs are inexpensive, simple to implement, yet highly effective at increasing the wellness of your employees. You'll learn the benefits of having such a program at your worksite, as well as ideas for implementing, marketing and creating incentives for participation.

CONCURRENT SESSIONS

"Starting an Employee Volunteer Program in Your Community" Duncan Marks, Manager of Employee Services at Florida Power Corporation will provide the employee services professional with the information necessary to design, develop and implement a corporate citizenship program which will mobilize employees to volunteer after hours for non-profit organizations in their communities. Participants will receive program guidelines and information from the highly successful "I Am Involved" corporate citizenship program of Florida Power Corporation.

Friday, May 5, 1989, (Continued)

4:00 - 4:50 p.m.



"Family Issues - Should We Be Involved?" - Jim Battersby, Manager of Employee Programs Lockheed Missiles & Space Company will lead this session. Child care, elder care, trailing spouses programs, parental leave - a few of the many issues involving the family that face corporations today. This session will identify these issues and give attendees an objective view of how ES&I managers should relate to these programs. The employee services umbrella is large. The question of how large it should be will be answered in this session.

"Recreation: More Than Just Fun and Games" - In this motivating session, Charles Jordan, Director of Parks and Recreation in Austin, Texas, will provide new ideas that will stimulate you to evaluate/devise ways of becoming an effective leader and advocate for recreation pursuits. You'll examine useful strategies to improve your competitive position at budget time.

"Promoting Your Employee Store" - Janet Blessington, Manager, Travel Services, Food Services and Management Conference Center, Frito Lay, Inc. will present you with unique, eye-catching and successful ways to help increase the visibility of your store. You will learn how to plan store themes around holidays, special events and other employee activity programs.

5:00 - 7:00 p.m.

Wine and Cheese party in the Exhibit Hall

7:30 p.m.

Buses Depart For An Evening at The WEST END MARKETPLACE. Fun, food and dancing are in store for conference attendees. You will have many choices for an evening of Texas fun.

'Party Nite'

SATURDAY, MAY 6, 1989



6:45 - 7:45 a.m.

Conference 5K fun run and 1 mile walk. Prizes for all participants! Enjoy this fun and non-competitive event.

8:00 - 8:30 a.m.

Breakfast On Your Own

8:30 - 9:20 a.m.

General Session - **"Trends In Employee Benefits"**. Medical, dental, tuition reimbursement, disability, profit sharing, sick leave, vacation, maternity leave are all traditional benefits offered by today's employers. But what about tomorrow? With an older workforce, are these benefits still meeting the employee's needs? Attend this session and find out what benefits workers will have in the future.

9:30 - 11:20 a.m.

Exhibit Hall Closing Session
Continental Breakfast

11:30 - 12:20 p.m.

CONCURRENT SESSIONS

"Computers In Recreation - An Update" - Dr. Jeff Stuyt, Ph.D., Department of Leisure Studies Texas Tech University will present an overview of computer applications available for Employee Services and Recreation volunteers and professionals. An outline of how to get started, and what to look for when computerizing will also be presented.

"Leadership - Creating Your Own Strategy" - Doreen Cato, Washington Mutual Savings Bank, Seattle. This workshop will provide the audience with real-life examples of intrapreneurship leadership strategy. The workshop opens with creative leadership exercises, breaking people's mindsets about what leadership is or is not, and will provide nuts-and-bolts tips and hands-on experience in improving/developing a personal leadership style.

"Women In The Workforce - Issues of Concern" Women At Work! Women At Home! Women In Society! Women and Men! 70% of NESRA members are women. This session is "not" for women only. Dr. Ann Uhler is Dean of the College of Health, Physical Education, Recreation and Dance at Texas Woman's University, the largest woman's learning institution in the United States. She has spoken and written on a national level concerning women in many aspects of our society.

"Merchandising To Achieve Maximum Results" - The way you display your merchandise can influence employee buying habits. Learn from an expert how to select a proper merchandising mix, how to creatively display merchandise as well as pick up tips on how to maintain inventory controls. A must for all employee store managers!

Leadership

Saturday, May 6, 1989 (Continued)

1:30 - 12:20 p.m.

"CESRA — What Is It?", John Niehaus, Unisys Corporation, 1989 CESRA chairman, NESRA Board of Directors. Accountants have their CPAs, Financial Planners have their CFP's, Employee Services and Recreation their CESRA. This session will tell you how you can become a certified employee services and recreation professional. You'll also learn about the new recognition program for volunteers in the field.

12:30 - 1:20

Lunch On Your Own
CESRA/L Lunch

2:30 - 3:00



Optional Activity

"Computer Applications - A Hands On Session" - Dr. Jeff Stuyt will again lead a continuation of his earlier session. This time computers and computer experts will be on hand to show you what different computer programs can do for you.

4:00 p.m. - Midnight

President's Dinner Dance

SUNDAY, MAY 7, 1989

8:30 - 10:30 a.m.

"You and America - Two Great Champions" Michael Broome. Michael says we have too many Americans who want the front of the bus, the back of the church, and the middle of the road. This presentation is certainly not "middle of the road". America and private enterprise are looked at from a positive perspective and the truth is emphasized that we are free to exercise all our potential in this land of opportunity. The student, the employee, and executives shall all hear about the miracle of America.

11:00 a.m. - Noon

Closing Brunch

1:30 p.m.

Post conference tour departs. Destination: SAN ANTONIO, TEXAS.

Registration Form-Pre-Conference Programs



Sign me up for:

Disney's: "The Art of Service"

May 3, 1989, 8:00 a.m. - 11:00 a.m.

Fee: \$95

Tour

Facilities Tour: General Dynamics,

Frito Lay, Texas Instruments

May 3, 1989, 11:30 a.m. - 4:30 p.m.

Fee: \$25 (includes lunch)

Take Advantage of Both Activities

Only \$110!

Total Enclosed

Make check payable to: NESRA. Mail with a copy of this registration form to:
NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154

NESRA'S 1989 CONFERENCE

EXHIBITOR'S LISTING AND FLOOR PLAN

BOOTH NUMBER

EXHIBITOR

103	Angersbach International, Inc.	187	Chalk Line, Inc.
106	Entertainment Publications	188	LSB Company, Inc.
107	Employee Photo Service, USA	189	Grandma's Fruitcake
108	Universal Studios Hollywood	190	St. Louis Convention/Visitor's Commission
109	KLM Royal Dutch Airlines	191	The Biltmore Company
111	Palm Springs Aerial Tramway	192	Sam's Town Hotel
112	National Rifle Association	193	Best Western International, Inc.
113, 114	Fun Services	194	Harrahs Del Rio
115	Busch Entertainment Corp.	195	Marine World Africa USA
116	Kloister Cruise Limited	196	Kraft Packaging
117	Rodeway Inns International	197	Commercial Corporate Services
118	Trans Global Tours	198	Oneida Silversmiths
120	Martec	199	Park Suites/Sara Hotels Worldwide
121	LensCrafters	200	Perks Unlimited, Inc.
125	Commodore Cruise Line	201, 202	Vitale, Inc.
126	AER Lingus	203	Guardian Photo, Inc.
127	Brandez International	204	Business Innovations
128	Queen Mary & Spruce Goose Attractions	205	Fragrance Plus
129, 130	Walt Disney's Magic Kingdom Club	206	Seabrook Island
131	Data Flow Companies, Inc.	207	Swissair
132	Westin Hotels & Resorts	208	Orlando-Orange County Convention & Visitors Bureau
133	Gulfshores Hotel Management	209	Aris Isotoner, Inc.
134	Harris & Mallow, Inc.	210	Admiral Cruises, Inc.
135	The Corporate Club	211	Quest International
143	Residence Inn	212	Las Vegas Convention & Visitors Authority
145, 146	Universal Studios Florida	213	Florida Silver Springs/Weeki Wachee
147, 148	Universal Studios Florida	214	Embassy Suites Hotels
152, 153	Qualex, Inc.	215	Kings Island
154	CSC Marketing, Inc.	216	Musco Sports Lighting, Inc.
155	Brunswick Recreation Centers	217	Bronson Pharmaceuticals
162	BSN Corporation	221	San Diego Zoo/San Diego Wild Animal Park
163	See's Candies	223	Velva Sheen Mfg.
164	Kenko Sports International, Inc.	225	Continental Hardwood Floor Dist. Inc.
166	Delta Queen Steamboat Company	226	Organizers, Etc.
170	Presenta Plaque	231	Enclave Suites at Orlando
171	Bourbon Street Hotel & Casino	232	Wet'n Wild
178	American Bowling Congress	233	Registry Hotel Corporation
179	Days Inn/Days Lodge	234	Sea World—Florida
180	Rushlake Hotels USA, Inc.	235	Sea World—San Diego
181	Quality Suites—Maingate East	240	Medieval Times
182, 183	Kissimmee-St. Cloud Convention & Visitor's Bureau		





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Test the Waters Before Buying Software

by Les Brown

Did you hear the one about the two accountants who drowned crossing the river? They calculated the average depth to be just four feet.

Using the wrong software in our fitness and wellness program can be like crossing a river without knowing where the drop-offs are. You can drown in megabytes of data and streams of red ink without ever achieving any tangible results.

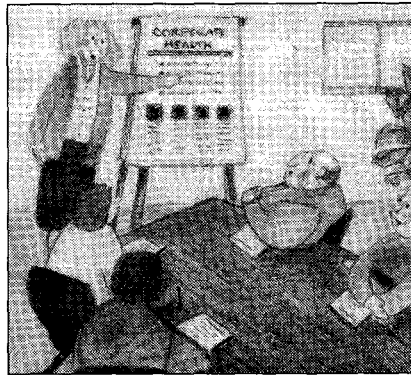
Increasingly, organizations are becoming more sophisticated in their approach to employee wellness programs. Gone are the days when health programs grew up around chief executives who liked to jog or managers interested in improving employee morale.

We've seen an extraordinary rise in health-care costs combined with tighter profit margins and stingier budgets during the 1980s. These conditions have led more organizations to recognize the need for a well-planned health program that enables management to quantify cost savings and reductions in health-care costs.

If the day has dawned for your organization to design, develop, implement and track the benefits of a wellness program, you'll serve your firm well if you consider your needs carefully before selecting computer software to help you with this task.

One article, or even a series of articles, can only begin to help you select the proper software program.

Needs vary from one organization to the next, and software is changing all the time. That's why you may want to consider seeking the advice of an experienced consultant, especially if your formal training hasn't been in health and fitness.



Doug Spohn, manager of Washington State's Employee Wellness Program for more than 40,000 state employees, has helped dozens of small and large companies.

"Our computer applications permeate three major program operations: (1) employee activity, (2) program management, and (3) program evaluation." It is important to include all three objectives in your master plan.

Larry Chapman, president of Corporate Health Design, recently helped the state of Washington develop a wellness program.

An important consideration when evaluating your needs is to be sure any software you choose meets your ultimate program goal: to help move people into long-term behavior change.

Another important consideration, he advises, is to select software that can be integrated into your organization's existing data management system.

Miriam Jacobson, director of Prevention Leadership Forum in Washington, DC, agrees, and adds, "Integrated computer programming is

one of the most important aspects of health-care cost management programs.

Correlating data, such as fitness records, absenteeism, long- and short-term disability, and health-care costs, will enable those providing services to the employee to better understand the benefits of preventative health-care strategies."

Bill McMahon, health program manager for GTE Northwest Incorporated in Everett, Washington, says, "Decide which software system best supports and complements your long-term vision and program goals. Is it powerful enough to meet needs today and three years from now?"

Stephen K. Polley, coordinator of the Health Enhancement Program for Rockwell International's Rocketdyne Division at Canoga Park, California, adds to McMahon's criteria, "We look to see if the software is versatile enough to fit us down the road. We determine whether the package is user friendly. And we make sure it's designed by people who know and understand it."

It is estimated there are over 400 health related pieces of software available today for those in the wellness field. In the late seventies, I began using the first Apple Computers for evaluating, tracking, and giving feedback to hundreds of employees and their families.

Even though our programs are now more comprehensive and our computers more sophisticated, our philosophy remains the same: the purpose of our wellness programs is to create an environment that fosters healthy lifestyles.

Computer software that allows those

involved in health promotion services to give good feedback to both the employee and the employer is probably doing the job.

The future will require companies to take a more comprehensive look at current software to see if it can be better integrated into the already existing computer hardware and methodology.

The following is a list of providers that may be able to provide these services to you:

Health Cost Containment Programs

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Sue A. Pierski
Marketing Representative
The Mercy Hospital of Pittsburgh
1400 Locust St.
Pittsburgh, PA 15219
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Comprehensive Software

CSI Software
15425 N. Freeway
Houston, TX 77090
(800) 247-3431

Lifestyle Improvement Programs and Systems
718 Linwood Ave.
Stevens Point, WI 54481
(715) 345-1735

National Wellness Institute
South Hall
Stevens Point, WI 54481
(715) 346-2172

NutriMed, Inc.
3400 Silverstone Ave.
Suite 122
Plano, Tx 75023
(800) 527-2139

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Clackamas, OR 97015
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Nutrition Software

Center for Science in the Public Interest
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N-Squared Computing
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Silverton, OH 97381
(503) 873-5906

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Millis, MA 02054
(800) 227-1632

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Bridgeport, CT 06610
(800) 232-2224

Body Composition Analysis

RJL Systems
9930 Whittier
Detroit, MI 48224
(800) 528-4513

Les Brown heads employee fitness programs with the Hanford Environmental Health Foundation in Richland, Washington. He is also executive director of the Governor's Council on Physical Fitness, Health and Sports for the state of Washington.

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Body Composition • Risk Assessment
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"The computer-generated material has been extremely helpful, in regard to awareness of current health and most importantly, education and motivational purposes." ...Corporate Fitness Program, NIKE Corporation.

What is your most innovative program?



Penelope Yohe, employee services/personnel specialist, Digital Corporation

For the last four years the Employee Activities Committee at the Digital Equipment Corporation plant in Phoenix, Arizona, has held a "Drop and Shop" for employees' children during the holidays. All the children are preregistered. The registration forms ask for name, address, nickname, home phone number, employee name, and emergency phone number.

The employees drop off their children after 11 a.m. and the activities committee baby-sits for five hours while the employees do their holiday shopping.

During these five hours we have two VCRs going with cartoons. While one group is watching cartoons, another group is making holiday crafts (reindeer to hang on the Christmas Tree, Santa napkin holders, and red, green and white chains for decorating). We rent a kiddieland of

small toys from a local picnic supplier which keeps another group of children busy for quite some time. Lunch, consisting of hamburgers, chips, cookies and drink, is served to everyone. After lunch we have a visit from Mr. and Mrs. Santa Claus. Each child visits with Santa and receives a gift from Mrs. Claus.

We also take individual, instant pictures of the children. One of the busiest persons that day (besides Santa) is our Digital clown who paints faces on all the children. A local dance studio brings in a small group of young dancers to entertain.

The afternoon is completed with the children decorating the plant Christmas tree for all the employees to enjoy. (The bottom of the tree always has the most decorations.)

We have approximately 120 children attend our Drop and Shop, with 12 Employee Activities Committee volunteers who help.



Angela Cerame, employee services consultant to Xerox Corporation

There are many companies out there looking for new programs to offer their employees. In our Rochester chapter (RARES) we have many small companies. They are always looking for ways in which they can provide activities for their employees with limited space, funds and/or participants. They found that they were able to provide many activities by combining programs with other companies.

Late in 1987 our Membership Services Committee held a brainstorming meeting for the general membership. The results of this meeting proved to be very beneficial. The members voiced their opinions and ideas as to what type of programs they wanted the chapter to offer. One idea they came up with was a "piggybacking" program. "Piggybacking" in this case means various small companies combining resources in sharing an activity for their employees to help defray costs and increase participation.

The smaller companies wanted to have programs for their employees, but due to the lack of space, funds and participants it made it almost impossible. The piggybacking idea gave them the opportunity to offer an activity to their employees that they were not previously able to provide.

It could be any type of program such as classes, leagues, bus trips, theater ticket sales, skiing tickets, planned shopping trips, tournaments, seminars and other group functions. Many times the individual programs were less expensive because of the volumes realized by the companies sharing the program.

The small companies are basically combining their employees for these programs. They now can offer a bus trip

to a professional football game and know that they will not lose money because they cannot fill the bus.

If a company wants to organize such an activity, they can advertise for other companies to participate by mailing a flyer with pertinent information (who, what, where, cost, r.s.v.p. etc.) to those companies. The activity can also be advertised in your chapter newsletter. And, of course, word of mouth is always a very good way to advertise.

Another successful program is the purchase of movie theater tickets. Often a particular theater chain will require a group to purchase a minimum number of tickets. This minimum number may be too large a number for a smaller company. By piggybacking with one or more smaller companies this activity can be offered without the concern of overbuying and risking financial loss with excess tickets.



**Barbara Faso, administrator,
Employee Services and Rec-
reation, Litton-Itek Optical
Systems**

According to Funk & Wagnall, the word "unique" is defined as being equal, singular, rare, uncommon. At Litton-Itek Optical Systems, located in Lexington, MA, rare indeed is our program of fellowship known as "The Sunshine Fund." Conceived by a group of volunteers, and incorporated

in the constitution and bylaws of the Itek Employee Recreation Association (IERA), this unique employee service has prospered for the past 26 years.

The concept is to provide benefits, in the form of gifts to each member who marries, has a child, or is ill for a period of time. In addition, condolences are sent in the event of the death of a member, or member's immediate family including spouse, child, parent, in-law, brother/sister or grandparent.

Gifts given for marriages and births are currently U.S. Savings Bonds. Flowers and plants are sent in cases of illness or death. In lieu of floral arrangements, donations to various charitable organizations are often requested.

The choice is left to the discretion of the family. The budget for this particular program, and many other employee activity programs is funded by optional membership dues. At present, with an employee population in excess of 800, roughly 85 percent choose to participate in the association. The cost is \$12 per year, by payroll deduction.

Allow me to share with you a quote from a thank-you card received not too long ago. It was from a lonely lady who has since passed away. "Many thanks to the members of the IERA for thinking about me in the hospital. This is a beautiful service you provide, which brings much happiness. Sincerely..."

To demonstrate another example of fellowship, a fire destroyed the home of a member. The membership quickly rallied and a sizable donation was given to help this devastated employee through an extremely trying time.

As evidenced by the many cards and letters received by the association, the program is a success story.

Yes, this service is unique in as much as it fosters members to share in the celebrations and the sorrows of each other's lives, regardless of age, background or job description.

The result is a true bond and

feeling of comradeship, uncommon in the corporate culture of today. Over the years The Sunshine Fund has brightened many a day!

**Elaine Leys, employee ser-
vices representative, Sanders,
Division of Lockheed**

Ten years ago Sanders became involved in a statewide program entitled "On My Own Time." It consisted of an employer-sponsored program encouraging and recognizing creative talent on every level, i.e.: hourly, nonexempt and exempt employees and encompassed all forms of art, crafts and hobbies.

The program was quite popular at the onset; however, employees began requesting the opportunity to sell their crafts, perhaps during a noon lunch hour. Although management felt it would be too difficult to attempt a program of this magnitude during a lunch hour, they agreed to allow the Activities Committee to plan an Arts and Crafts fair to be held in the cafeteria on a weekend. We advertised the possibility of a fair in the company newsletter and the response was overwhelming.

The first fair was held in October, 1981, with approximately 60 tables of various crafts and a fair has been held once each year since then. Last year, because of so many requests to participate, we found it necessary to expand the fair and place tables in the Lobby.

Crafts consist of decorative painting, stenciled items, toile painting, flower arrangement, quilts, knitting, ceramics, macrame, etc. Although only Sanders' employees or members of their family may rent a table, the fair itself is open to the community.

Cost to the employees is \$10 per table with the money used primarily to help defray the cost of renting tables and advertising in local newspapers. As previously mentioned, the fair is open to the public for attendance and sales from 9 a.m.

to 3 p.m. Last year approximately 4,000/5,000 people attended.

The Activities Committee manages a concession with coffee/tea/donuts/muffins sold in the morning from 6 a.m. (to workers and exhibitors) to 11 a.m. and hot dogs/hamburgers/fries/chips/soda/coffee sold in the afternoon from 11 a.m. to 2 p.m. All profits realized from sales are turned back into the activities account.

To prepare for such an event, first decide where you would like to hold it. (We selected our cafeteria because there is no charge for using it.) Once you've chosen the location, measure off space to estimate how many tables you can accommodate comfortably. (Be sure you leave sufficient space between rows to allow people to stop at each table and also allow for flow of traffic.) We experienced crowding in the center portion this year so we

are reevaluating our space and rearranging the setup for 1989. (We ordered our tables in July so that we'd have them for the event in October.)

Advertising is a key to this program's success. Advertise for sign-up in the company newspaper in May/June. In September, prepare ads for local newspapers. Arrange with local newspapers to insert ads two weeks and one week prior to the fair.

In September, you should also order food for the concession (In our case, we order from our cafeteria manager and realize a cost savings.) Confirm the number of activity personnel which will be available the day of the fair. (We used 15-20 members.)

In addition to preparing your location and volunteers, you should also prepare employee participants for the event. In September, send letters

of instructions to participants outlining the following details:

- When to set up (usually 6 a.m. to 8 a.m.)
- What door to use for unloading
- Where to park vehicles after unloading
- What supplies will be available to them—dollies for unloading.

On fair day, have committee members available to help exhibitors load items on dollies and place on elevators. Also have committee members at the site to direct exhibitors to their table(s).

At Sanders, we developed the following criteria for participation:

- Participants must be a Sanders employee, retiree of Sanders or member of an employee's family
- No baked goods or raffles are allowed
- All items must be of an art/craft/hobby nature.

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EMPLOYEE STORE

Purchasing

by Fran Littrell

There are many versions of company stores. Each has its own personality and reflects the corporation's image. A store with no space might have a mail-order system or a volunteer that will take on the responsibility of selling cups or t-shirts on their lunch hour.

Large firms might have a full department store and carry large ticket items such as televisions, microwaves, and stereo systems.

Company stores are an excellent employee benefit that cost the corporation very little or nothing at all. The store usually pays for itself, and sometimes makes a small profit.

If a profit is made, it usually goes into a recreation fund to support other recreational programs.

When faced with buying for your company store, there are a few questions you might ask yourself first.

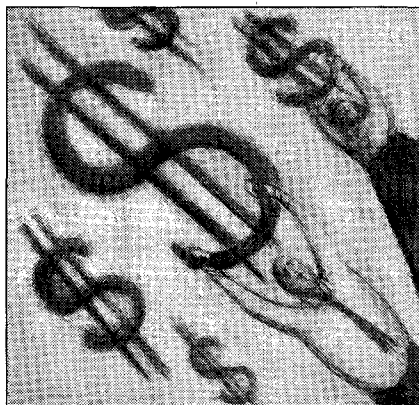
THE OBJECTIVE

Each corporation has its own philosophy or set of guidelines. Some corporations require the store to turn a profit to pay for overhead expenses, such as salaries. Others may not be required to make a profit and therefore use the store as an employee benefit. Yet, other stores may offer only products made by the corporation.

When you are making your purchasing decisions, all of these things come into play. Once the objective has been met, then look at the merchandise that the store will carry.

FINDING A VENDOR

Choosing a vendor may be the most important part of your store's operation. It is vital to find a reputable



vendor, one who will suggest items that move well on the outside and will allow you to sell the product to get the profit you need. It will not do for you to purchase the item and find out that the local discount store is selling it at a price below yours. Does the vendor carry quality merchandise? How good is the defective return policy? Can defective merchandise be returned for full credit? If the item cannot be sold, is there a restocking fee? Will the vendor hold merchandise for you at their warehouse? A reputable vendor will help you with all these problems.

MERCHANDISE

Again, we look at the corporation's guidelines. If the policy says the store is to be an outlet for products made by the corporation, then it becomes somewhat easier. However, if that is not the case, you have to make a decision regarding what to buy.

Some of the factors which may influence your decisions are: How much room do you have allocated to the store? Do you have enough room for large ticket items such as televisions, microwaves, and stereos or do you have to go to the smaller items such as gift items or logo items, such as t-shirts and coffee

cups? How can the items be displayed?

National Semiconductor's Company Store is very small and has walk-up windows. The employees view items in three display windows. Then they place orders by their assigned item number. (A little on the order of Jack-in-the-Box).

Once the item is ordered, the clerk can pull it from the storage shelves. We carry watches, calculators, small household appliances, radios, stereos, toys (at Christmas), gift items, audio and video tapes, logo items such as t-shirts, sweaters, sweatshirts, baseball caps, coffee cups, sports bags, writing pens, and notebooks.

Because our space is so limited, we offer an order-by-mail program on all logo items. Catalogs are printed with a picture of the item, the cost, and an order blank. The employee fills out the order blank, sends it with his/her check and the merchandise is sent to the office. The vendor holds merchandise in the warehouse so we can take advantage of buying in quantity. This program is still in the starting stage and we will be very interested in seeing how it will increase our sales.

The customer base is another factor influencing your buying decision. For example, if your customers are electronic orientated, buying a teddy bear would not be appropriate but if they are more gift orientated, then the teddy bear would be a good investment. Listen to the customers because they will tell you what they want.

Another point to remember when purchasing is, how long is the shelf life? Does the item have parts that might go bad on the shelf? If this is the case, buying in smaller quantity would be advisable.

WHERE TO BUY

Look for close-out specials, because they can be very cost effective. Sometimes a vendor will have items they have bought at the end of a lot and they will pass the savings on to you.

Buying off-season can also be very advantageous. Do your Christmas buying in July. Plan to purchase seasonal items about three months in advance. If the store plans to buy heaters for the winter, it is wise to order by September, the availability of the item is better, and the cost is reasonable.

NESRA's conferences provide an excellent time and place to purchase. You can get show specials and it is a good time to view new merchandise. NESRA has taken the guesswork out of looking for good reliable vendors.

HOW TO BUY

Again, the corporations have set up guidelines in this area. Usually a set dollar amount is reserved for inventory. All vendors will accept a purchase order, but it is to your advantage to buy on consignment when possible.

So look for vendors who will let you keep the merchandise for a set amount of time and if it has not sold, return for full credit. Buying in this manner does not tie up inventory dollars. Inventory should be turned over every 30 to 60 days to stay profitable.

PRICING

Again, you have to know what profit you need to turn. If it is not required to make a profit, all you have

to add is tax and shipping charges. (Most vendors will pay for the shipping if it is over a \$300 order.)

Most stores mark up 10 percent to 20 percent, depending on overhead cost. You should be very aware of outside prices because you want to give your employees the best prices available.

The success of the company store depends on buying quality goods at a competitive price. NESRA's Buyer's Guide lists vendors and provides an excellent source for finding reliable vendors. Creating a company store, that employees are proud of, is challenging and rewarding. Buying for a company store is fun!

Fran Littrell is ticket office company store manager at National Semiconductor, Santa Clara, California.

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Kadee Industries introduces site furnishings by Fibremart Designs, for use in hospitals, recreation areas, parks, convention centers, theme parks, and employee lounges.

Fiberglass and/or wood benches, ash and trash receptacles, tables, chairs and decorative planters are available in a wide variety of styles, shapes and colors.

A new textured "orange peel" surface finish, similar to that used on refrigerator doors, helps hide dirt, fingerprints, smudges and other marks resulting from constant use.

For more information, contact Kadee Industries, Inc., P.O. Box 39693, Solon, OH, 44139, 1-800-321-3827; (216) 439-8650.

Hotel Alternative

American Youth Hostels (AYH), an alternative to hotels, is a nationwide network of low-cost accommodations for travelers and are part of the worldwide International Youth Hostel Federation System. AYH recently released its 1989 Handbook listing 225 hostels in the U.S., including 17 new hostels licensed by American Youth Hostels (AYH) for 1989. The handbook also offers detailed

information on new hostels for New York City and Los Angeles (Santa Monica), scheduled to open in 1989.

Listing hostels in 41 of the 50 states and the District of Columbia, the AYH Handbook includes regional maps and information on attractions near hostels such as hiking and cycling trails, historical sites and parks.

For more information, contact American Youth Hostels, Dept. 950, P.O. Box 37613, Washington, D.C. 20013-7613, (202) 783-6161.

Recreation and Fitness Facility Guide

Sagamore Publishing, a division of Management Learning Laboratories, announces the release of Betty Montgomery's book, *Recreation and Fitness Facilities: Planning, Design, and Construction*.

This text provides up-to-date information and will aid the professional planner and practitioner in the construction and operation of recreation and/or fitness facilities.

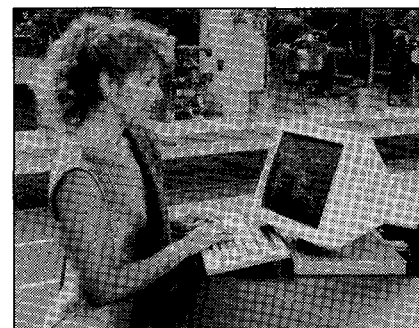
Recreation and Fitness includes sample forms that can be utilized in hiring architects as well as outlines which assist the practitioner in developing policies and training the staff; a comparison of most frequently used floor surfaces; an extensive bibliography that will assist practitioners, planners, and students in obtaining further up-to-date information; and the names and addresses of distributors and manufacturers of products used in the construction and operation of recreation and fitness facilities. Drawings and illustrations facilitate the understanding of the concepts presented.

Dr. Montgomery, director of Campus Recreation at Northern

Illinois University in DeKalb, is a member of the National Wellness Institute Consulting team for consultation on the construction of a wellness facility and has served as a consultant for the construction of a 95,000 sq. ft. student recreation center.

For more information, contact Sagamore Publishing, P.O. Box 673, Champaign, IL, 61820, 1-800-327-5557, in IL, (217) 359-5940.

Fitness Software



HMC Software announces its exercise logging software, SportLogic, ideal for small or new fitness centers, small corporate fitness centers, and cardiac rehabilitation programs.

SportLogic allows members to enter the details of their workout and get immediate feedback on fitness points earned, calories burned, and running totals of mileage/minutes for that activity. At the end of each month, the user can print itemized daily activities and cumulative totals for numerous variables. It also prints rank-order listings (for over 23 categories) to recognize the achievement of club performers.

SportLogic versions are available to accommodate groups of up to: 100 members (SportLogic 100), 200 members (SportLogic 200), 300 members (SportLogic 300), 400 members (SportLogic 400), and the

unlimited version (SportLogic). All versions have the same features and only differ by the database size.

For more information, contact HMC Software, 4200 N. MacArthur Blvd., Irving, TX, 75038, (800) 255-6809, (214) 541-0050.

New Smoking Program Available

The Bureau of Business Practice and The National Center for Health Promotion introduce a new smoking program, *Smoke Stoppers: The Do-It-Yourself Way to Stop Smoking*. *Smoke Stoppers* provides the techniques and tools necessary to quit smoking. This program includes three workbooks: (1) "Smoke Stoppers Countdown" provides techniques and exercises to prepare employees psychologically and physically for stopping smoking, (2) "Learning to Stop" contains daily assignments and helpful hints on how to build strength as a new smoke stopper, including weight control and physical exercise, and (3) "Staying Stopped" deals with the concerns and challenges of the new nonsmoker. These guides also include a Nicotine Dependency Guide, a Coach's Handbook, Reality of Smoking Cards, Urge Aids, and a health-risk questionnaire.

For more information, contact The Bureau of Business Practice, 24 Rope Ferry Rd., Waterford, CT 06386, 1-800-243-0876, ext. 451.

Disposable Sunscreen

Sunhopper, Inc. announces an individually wrapped, disposable, moist towelette injected with suntan oil.

With Paba as its primary ingredient, Sunhopper comes in sunscreen degrees of SPF6 and SPF15, both with a neutral scent. It is packaged in a plastic packet of a dozen towelettes.

For more information, contact

Sunhopper, Inc., P.O. Box 2551, Elizabethtown, KY 42701-6551, (502) 765-2638, 1-800-537-4530.

Personalized Workout Journal Available

Athletic Technologies Corporation offers *The Workout Journal* for people of all fitness experience levels to monitor progress in individual weight training and aerobic activity programs.

The journal is separated into sections. The main section, the journal pages, allow the instructor to write in an individual training program and a participant to record his/her progress. The journal also includes pictures on various muscle groups, exercises, and workout equipment; vitamin and cardiovascular information; and a glossary of common workout terminology.

Athletic Technologies provides you with the option of imprinting journal covers with your company logo.

For more information, contact Athletic Technologies Corporation, 4727 Wilshire Blvd., 6th Floor, Los Angeles, CA, 90010 (213) 937-4000, 1-800-522-8877.

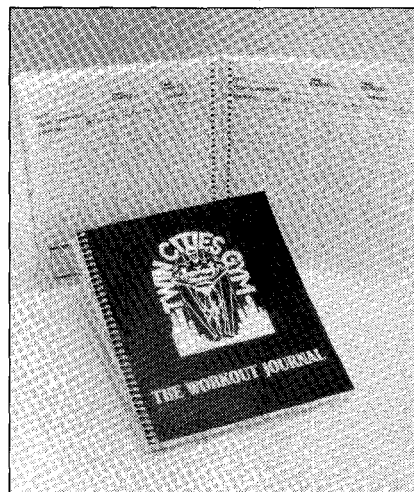
Employee Self-Help Video

L&K International Videotraining introduces, "Career Advantage," a self-paced video employee assistance program. This self-study seminar program comes complete with four 30-minute videotapes: (1) Career Management Workbook, (2) Job Search Strategies, (3) Interviewing Skills, and (4) Effective Telephone Techniques.

The program also includes eight 30-minute audio cassettes, a career management workbook, and a package on effective resume writing.

For more information, contact L&K International Videotraining, 295 Evans Ave., Box 940, Station U, Toronto, Ontario, Canada, M8Z 5P9, (416) 252-6407, (800) 668-6064.

Playground Equipment Catalog Available



Quality Industries introduces its 1989 catalog of heavy-duty park, playground, sports and fitness equipment designed with children's safety as a top priority. The full-color catalog shows products for parks, resorts and day-care centers.

The New Horizon line offers a community the opportunity to design equipment for its own site and budget requirements. A variety of decks are available, in two sizes, of anodized, skid-resistant aluminum redwood, or expanded metal with plastisol. The more than 80 components for deck attachment range from slides to swings, climbing nets, and crawl tubes.

Quality also carries a full range of park benches, tables and grills; a complete line of sports equipment, including baseball backstops and dugouts; and the Healthline Fitness System for jogging and exercise tracks.

For more information, contact Quality Industries, P.O. Box 765, Hillsdale, MI, 49242-0765, (517) 439-1591.

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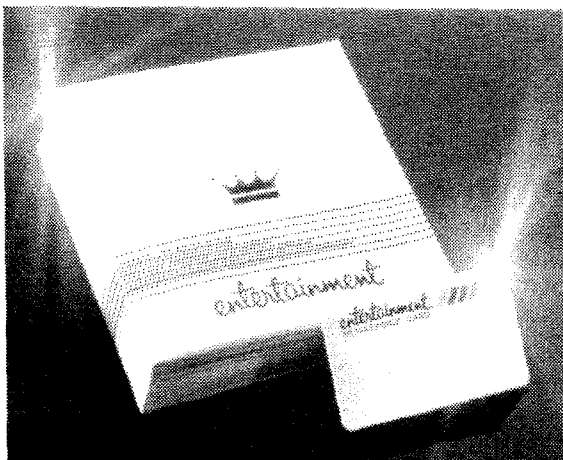
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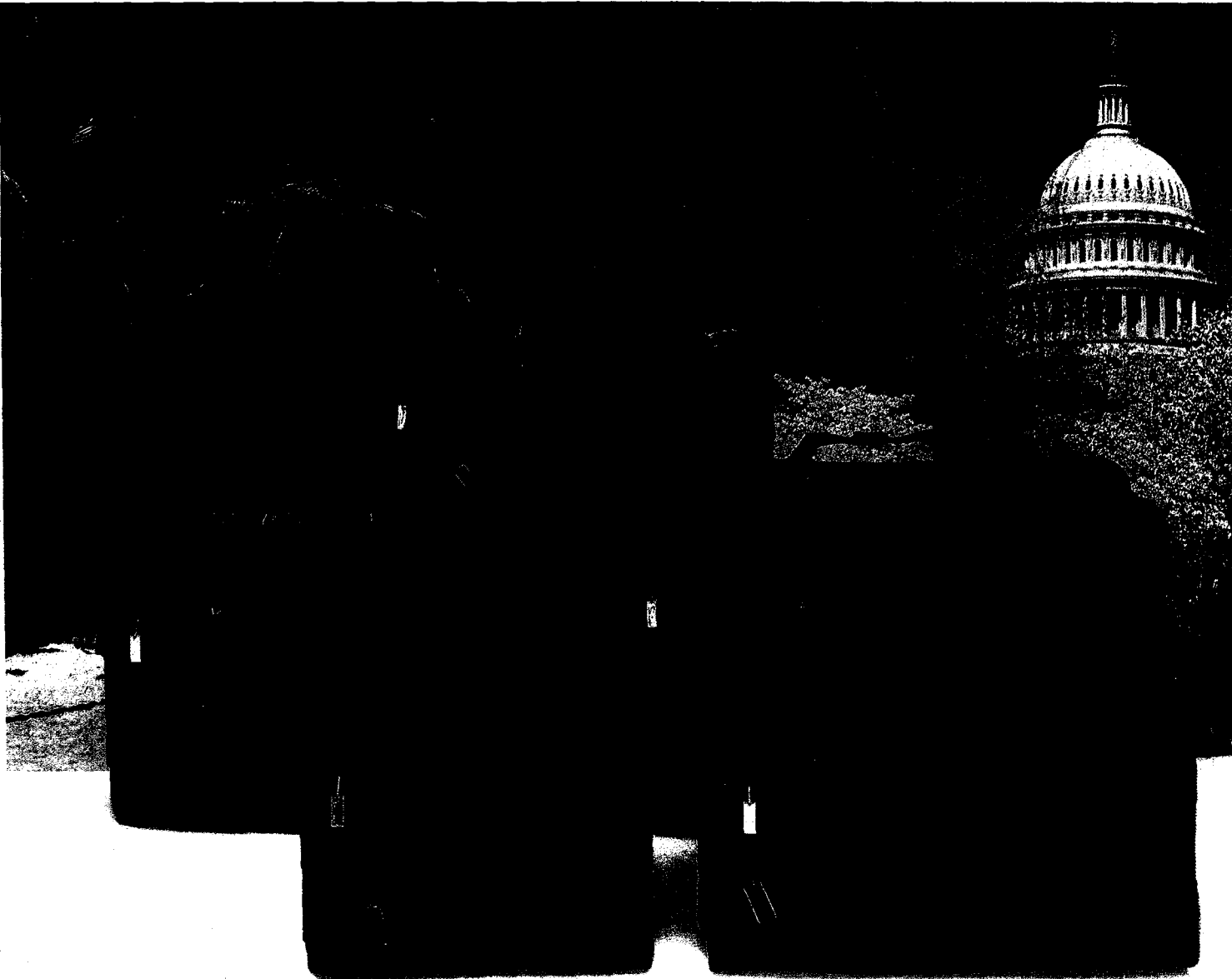
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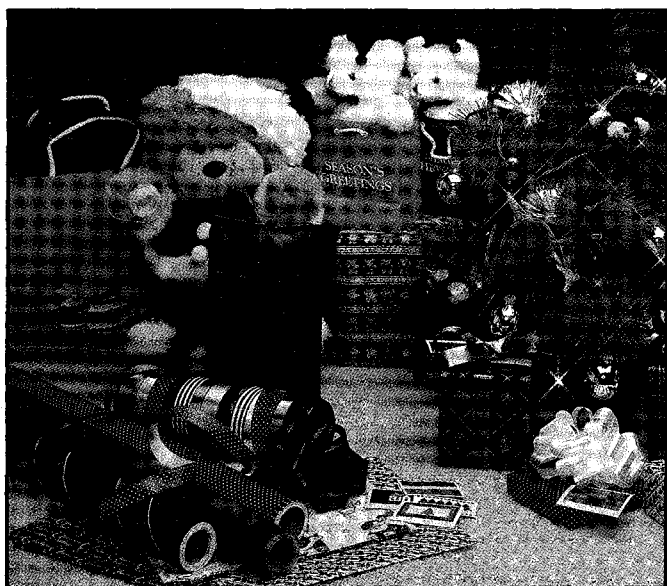
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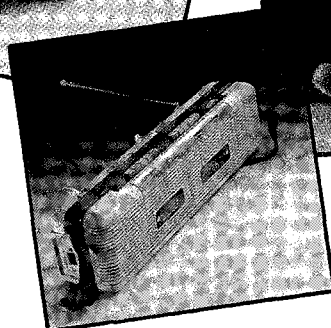
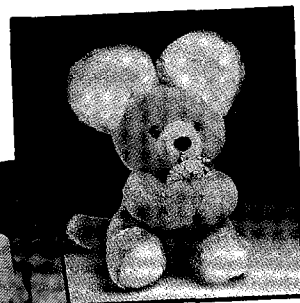
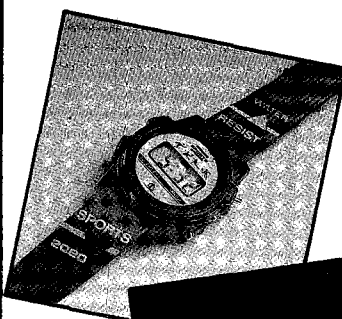
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A thriving employee association has the ability to refresh and invigorate the outlook and attitude of employees. Because volunteer burnout and employee apathy may have caused your program or association to suffer, you may accept the challenge of breathing new life into it. Learn how one ES&R manager regenerated her company program as she recounts her experiences--the triumphs and hazards. Read this month's cover story, "New Life: Making Your Program Blossom."

Because top management demands facts and figures to justify an investment in company-sponsored programs, you may find it worthwhile to gather as much data as possible--either from your own company or from others--to prove the benefits reaped. Read the case study, "Documented Evidence that Wellness Programs Save Money," to see a breakdown of the cost/savings of Cullinet Software, Inc.'s wellness program and fitness center.

Imagine living in a community that works with all sectors to offer its residents a number of recreational and cultural programs. Read "Corporate & Community Programs: Working Together to Reach a Common Goal" to see how the City of Troy Parks and Recreation has spearheaded efforts with units of government, local school districts, universities, the chamber of commerce and corporations, to develop quality services for its residents.

Also in this issue, preview some of the dynamic speakers who will appear at NESRA's 48th Annual Conference and Exhibit in Dallas this May. Turn to "1989 Speaker Highlights" for details.

And don't miss the premiere Travel department, one of ESM's new bimonthly columns which offers a glossary of travel terms to help while planning trips; the Health Promotion Update, which explains how to conquer athletic injuries; and the Employee Store column, which addresses inventory control.

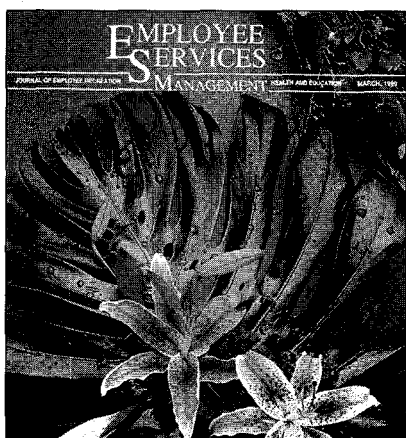
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- 1989 CONFERENCE EXHIBITORS LISTING

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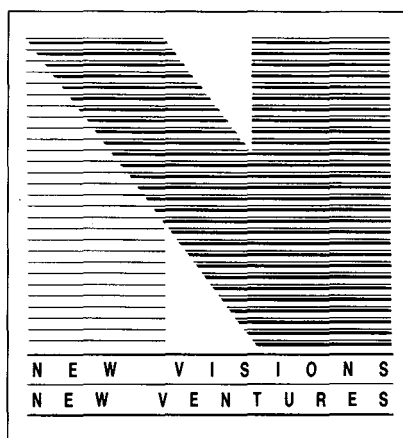
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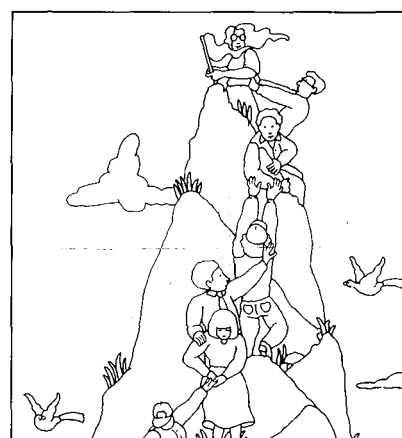


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CEOs Value Leisure Time

Typical chief executives working 59 hours a week value what little leisure time they have, reports the January, 1989 issue of *American Demographics*.

One executive pursues outside interests because he believes that it is unhealthy for him and his company if he spends each waking moment thinking about work.

Another executive says that becoming workaholics does not make CEOs successful if their personal lives fall apart around them.

A recent survey of chief executive officers of the 800 largest industrial corporations and service firms identified by *Forbes* magazine reveals that many of the 243 respondents take vacations. Almost one-third average four weeks of vacation a year, while the same amount take three weeks of vacation time, and one-sixth get away for two weeks. About 13 percent of the respondents take fewer than two weeks of time off while 1 percent go the other extreme, and take five weeks off.

One CEO admits that he is a workaholic, but also says that he, too, needs time away. Job pressures usually contribute to the reason some CEOs choose to get away. After relating to the job pressures in today's workforce, Richard E. Snyder, CEO of Simon & Schuster, says "I've learned to respect leisure time, and I'm encouraging my staff to take time off."

Stressing that an effective CEO is one who spends some time away from work, Malcolm Forbes, head of *Forbes* says, "Any businessman who says he can't get away from his desk is foolish and also inadequate. It's a reflection on his executive ability. The guy who says he can't leave his desk shouldn't be at it."

Survey results also indicate that most senior managers participate in leisure activities on a daily basis. They fill a portion of their free-time



by playing sports, painting, playing musical instruments, photographing nature and family, or reading literature. While CEOs make the most of their free time by being active, they say these experiences help their worklives as well as their personal lives.

Exercise plays a larger role in executives' lives than in those of the average American. Eighty percent of executives say exercise is a part of their daily routine compared to 43 percent of American adults who say so. Among corporate leaders, most participate in golfing, playing tennis or racquetball, jogging or swimming.

Executive's social class background seems to affect their exercising habits. For example, 90 percent of all executives who describe their background as upper-class exercise regularly; however, 77 percent of middle-class respondents do so and 82 percent of lower-class respondents report regular exercise routines.

These figures indicate that the nation's top executives value exercise as part of their daily routines. Some CEOs feel that working out helps to reduce stress in their lives. "I think the capacity to handle stress is part of the personality makeup of most executives," says Joseph Panella, medical director of Mobil Corporation.

While many CEOs feel a need for recreation time, other workaholics find it more stressful to be away from

work. These executives thrive on pressure, and when forced to go on vacation by physicians or others concerned about them, upon returning they report feelings of irritability, fatigue and additional symptoms associated with those who are overworked.

Yet, the majority of top executives who spend much of their time at work recognize the need for recreation time, saying it is vital to also develop a well-rounded life.

"A balanced life is the secret," says Paul Orefice, Dow Chemical CEO.

Laugh It Off

An increasing amount of health professionals say laughing can not only speed recovery, but also reduce stress and pain and ward off illness, reports *USA Today*.

Universities are also recognizing good humor as a part of wellness and health, and they are passing this message along to their students.

Hospitals and rehabilitation centers across the country cite using humor therapy (i.e., clowns, cartoons, jokes) on those patients suffering from mental as well as physical illness.

Health professionals are now more likely to accept this health/humor link because research already proves that negative emotions (i.e., stress, loneliness, lack of social support) cause negative effects on health.

On the other hand, the body benefits from positive emotions. One medical school psychiatrist found laughing 100 to 200 times a day gives the body as much exercise as 10 minutes of rowing.

Laughing causes our heart, lungs, torso and back to get a short workout and it releases a hormone which speeds blood flow and healing catecholamine. Forceful laughing also stimulates muscles in your legs and arms. After giggling subsides, the heart rate, blood pressure and

muscular tension returns to normal, and one feels a sense of relaxation.

People should use good humor to battle stress producing emotions such as fear, anger and depression to help reduce heart disease risk and high blood pressure.

Mental attitude also affects one's health. A professor of psychology at a Pennsylvania university found pessimistic thinking impairs health and job performance. Results of a study of 1,100 insurance salesmen reveal optimists outsold pessimists by 20 percent.

Other research shows a meditation state, "relaxation response" decreases the body's metabolism, muscular tension and blood pressure, and increases alpha brain waves which are linked to feelings of peacefulness. A person reaches this state by repeating a word, prayer or sound and disregarding everyday thoughts to

maintain full attention on one's focal thought.

In addition to humor, *U.S. News & World Report* (Jan. 23, 1989) also identifies human relations or friendships as stress reducers and health improvers.

Vacations Throughout The Year

Vacationers travel throughout the year now as they stray from the traditional summer vacation calendar, according to the *Wall Street Journal*.

Retirees released from work schedules, and other Americans traveling year-round are lessening the differences between high and low peak seasons.

Some locations such as Florida, Hawaii and Arizona have become virtually year-round markets. For instance, Florida's busy season previously included December,

January, February and March. Now it also picks up in May, June, July and August.

The simple fact that more people are traveling contributes to this expanded vacation schedule. Airline wars also add to the travel boom as they make it easier and cheaper for people to travel throughout the year.

While travelers take advantage of Saturday night stay-over requirements for certain discount fares, short weekend vacations gain popularity. Hotels also attract weekend travelers by offering discounts for weekend stays at half or one-third off weekday rates. Car rental companies increase the appeal for short vacations by offering sharply lower rates on weekend rentals.

Some travelers convert to mini-vacations because such trips are easier to plan for any time of the year. Such vacationers also feel that it is more relaxing to sprinkle vacations

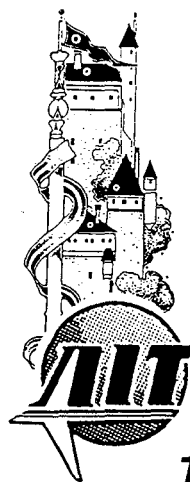
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throughout the year rather than crowding them into the summer.

Even with this demand, the travel industry still offers financial incentives to make it easier to travel off-season. One travel agency offers 25 to 50 percent discounts on trips to Eastern Europe outside the months of May to September.

While the aging of the U.S. population accounts for some of this untraditional vacation scheduling, families are getting into the act, too.

Families with children seem to feel less tied to the school's vacation schedule. Instead, they are taking children out of school for traveling purposes.

Family Most Important

Baby boomers now place more value on family and community life than on increasing their income, reports *USA Today*.

A recent survey of 1,001 young professionals (25-49 years old, most making \$40,000 a year) reveals that job satisfaction, workplace independence and contributing to the public all rank ahead of making money.

These survey results imply that puppies and others who benefitted from a decade of greed may be mellowing.

One professional researcher says that the times are changing from a self-centered period to a "me and you too decade." While people are just as materialistic now as they have ever been, they are finding that it takes more than money to keep them happy.

Of those who responded to the survey, 75 percent wish for a simpler society with less emphasis on material wealth.

What makes respondents feel successful? Over 60 percent say a happy family life, 15 percent say the

ability to do some good in the world and 10 percent say earning a lot of money.

In terms of community involvement, 69 percent participated in public-service work during the past five years and 34 percent donated a tenth or more of their income to charity.

Half of the respondents say they enjoy their jobs more than they did five years ago; however, 41 percent say they would like to change jobs in the next five years.

Another survey supports the mellowing theory.

A chemical manufacturer polled 4,200 employees and discovered they desired more flexibility with their jobs so they could devote more time to their families. In response to these findings, the company considered increased day care, adjustable work hours and job sharing.

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couples, these people need more flexibility in their work schedules," says this company's personnel manager, "And they shouldn't feel guilty."

New Segment of Workers

Experts estimate as many as one million mildly or moderately retarded people are working, according to *USA Today*.

Suffering from labor shortages, companies are attracted to this retarded segment of the population because of its often-found employer dedication.

Some companies are willing to accept these employees' slower work in exchange for their dependability and ability to complete a job (they do not take short cuts).

While some retarded employees call in sick less, rarely come in late and work hard, there are some negative factors employers need to address.

Retarded workers need more attention than the average worker and employees and managers need to be patient with them. One employer advises others to break the job down into its smallest tasks.

ES&R managers may wish to consider this new population entering the workforce when developing employee programs.

Consistent Recovery Periods

Companies offering a medical review program may substantially reduce unnecessary absences, reports the *Wall Street Journal*.

The U.S. Chamber of Commerce estimates companies lose more than 400 million work days a year due to illness and injury. However, health-related absences may be longer than necessary. Without accurate guidelines, discrepancies exist among doctors on how soon a patient should return to work.

After researchers examined one company's data on health-related

absences, they discovered patients' recovery time varied considerably.

To address this problem one company adopted a program which compares all proposed absences with a data base containing thousands of medical diagnoses and procedures. With this data base, the company and physicians settle on appropriate and uniform recovery times.

The first full year the company implemented the program, it saved an estimated 54,000 work days and \$2.7 million in disability payments. Managers at this company say the program is a fair one and they have had success with it.

Eat Less Live Longer

Reducing your calorie intake may extend your life, reports the January 16, 1989 issue of *Insight*.

An ongoing study on calorie restriction in animals so far overwhelmingly indicates that reducing food intake may result in a longer, healthier life.

The nine-year study in 24 laboratories nationwide involves researchers dividing various groups of rodents into pairs. One animal in each pair is given unlimited access to food while the other's food intake is restricted to 60 percent of what the first one consumed.

Preliminary data disclose that about 80 percent of animals on restricted diets were alive after 28 months compared to 50 percent of animals with unlimited food intake. Not only did more overeaters perish, but after 30 months, 25 percent of the surviving overeaters had malignant tumors, while no other group had them.

Researchers expect this study to involve 10,000 animals by its completion. While researchers were aware of previous studies revealing eating less without vitamin or mineral deficiency helps prevent disease and slows the aging process in humans, they were surprised at the impact on tumor development.



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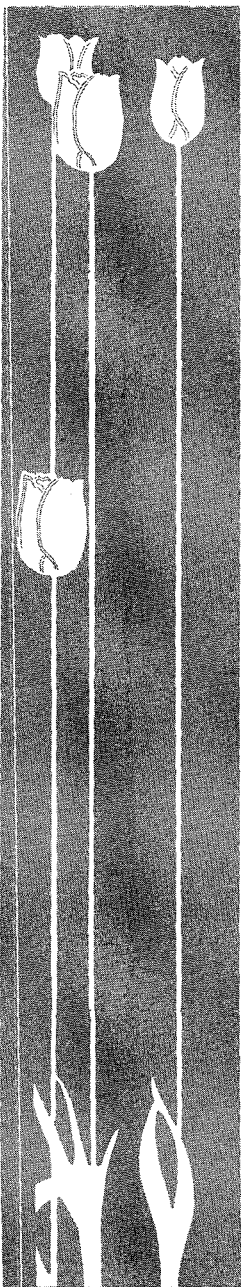


Northeastern
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NEW LIFE:

Making Your Program **Blossom**



A thriving employee association has the ability to refresh and

invigorate the outlook and attitude of employees. Because

volunteer burnout and employee apathy may have caused your

program or association to suffer, you may accept the challenge of

breathing new life into it. Learn

how one ES&R manager

regenerated her company

program as she recounts her

experiences--the triumphs and

hazards.

by Carol A. Strandberg,
CESRA

What could be tougher than satisfying 1,500 different people all at the same time? Few things are as difficult.

Employee services or a recreation association, if your company has one at all, is probably the result of the efforts of your personnel department or a hard-working volunteer who is already committed to a heavy work schedule.

It means posters, artwork, advertising, public relations, financial management, planning and a tremendous amount of work.

A good recreation association can brighten the outlook of the employees of that company many fold. Members of our company—Ferranti International Signal, Inc.—recognized that they needed to take a stronger stand on employee services.

They built a fitness and recreation center to give a great benefit to the employees of this hard working company. They also had the insight to realize that this would be a full-time job and could no longer be done on a part-time, volunteer basis.

How can your company start an employee service operation? I will not pretend that it is easy and that all employees will welcome your existence or efforts.

I was hired to revive a recreation association that was suffering from volunteer burnout and employee apathy. I would like to share my experiences with

you—the triumphs and the hazards that I have encountered along the way. I hope you can learn from the route I took. Here is what happened to me three years ago.

Our company had a recreation association for some years but through the years the participation had dwindled to two or three hard-working volunteers doing all the work. The programs and events were repetitive and new ideas were needed.

My new start with the association was helped by the completion of the employees recreation center. Employees now had a place to call their own beyond the lunchroom and their desks.

I had to begin somewhere so I decided to hold an organizational meeting—not a shattering new idea, but it worked! The purpose of this meeting was to try to create a governing committee that would function as the voice of the employees and the vote that would give a positive or negative start to new programs and events.

Our company of 1,500 people is divided into many subsidiary companies and located in nine different buildings throughout our country. Now, I had to pull all these people together in a positive manner.

I felt it only fair to invite every single employee to this organizational meeting. So, I had a special invitation printed and placed in every paycheck.

Can you imagine the nightmare had they all shown up? Not to worry—a workable group would be 25 people with maybe 20 of those agreeing to the workload that would be ahead of us for the coming year.

The evening finally arrived, and I had 28 people turn out for the organizational meeting. I had planned it for a weeknight at 5:15 p.m. This automatically excluded the second shift workers from my meeting.

To overcome this problem I received special permission from the human resources department for an appointed representative from second shift to attend our meeting.

As it turned out we had too many representatives from some buildings

and none from another. That was okay. It would turn around in time. I felt it would be worse to reject a volunteer. I later asked volunteers to come forth from a nonrepresented building by putting a notice on their lunchroom bulletin board.

It is not always easy to recruit volunteers, especially good ones. This is where the key of service comes into play. Volunteers must know they are a very necessary part of the association and that their help is vital to the success of the group.

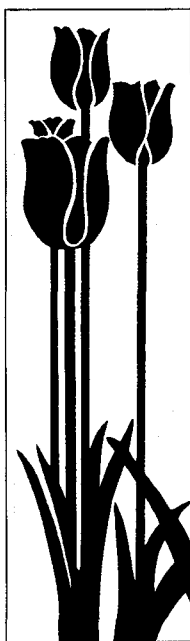
Now I have a working group of volunteers that I call the recreation association committee (“Board” sounds too stuffy for such a casual, social group). We decided as a group it was necessary to meet on a monthly basis, and the time that suited the majority was 7:30 a.m.

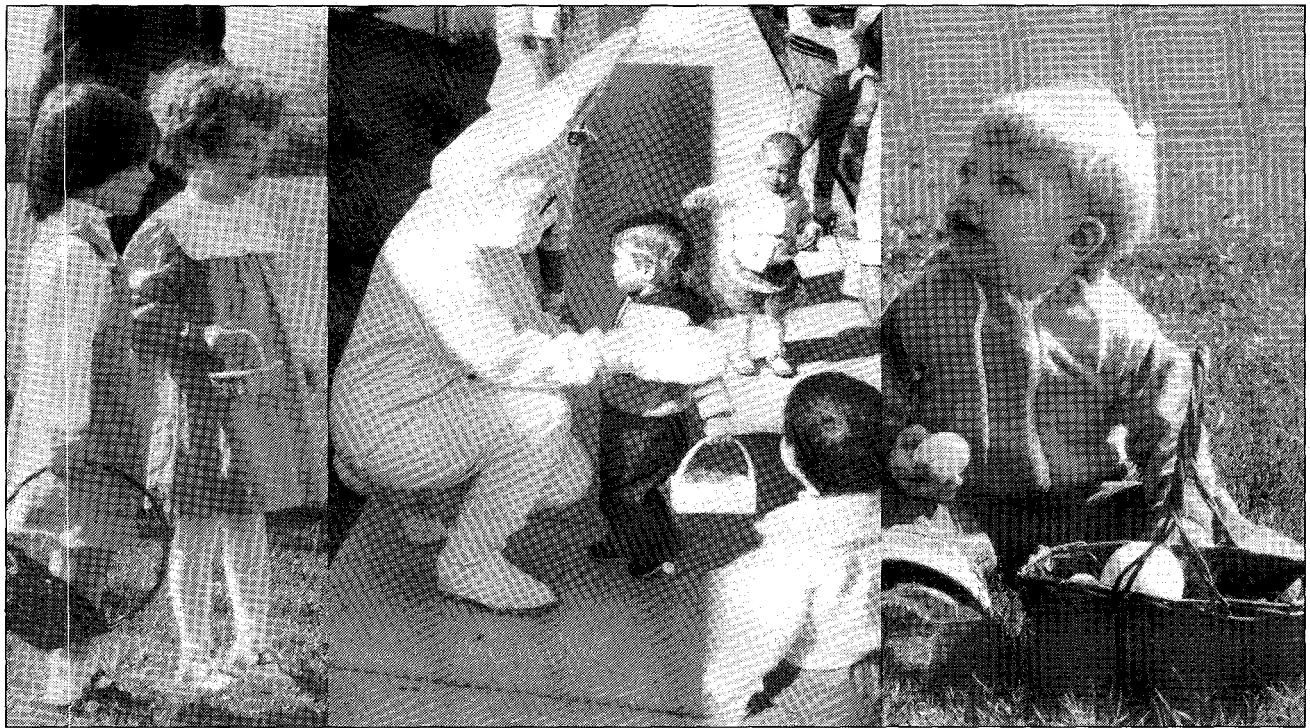
The meetings will be held in the recreation center, which is walking distance from the three largest companies. It is my job to govern this committee. However, the committee will make most of the decisions concerning programs, events, memberships and functions that will happen throughout the calendar year.

Our recreation association has a president (me), a vice president (assistant manager of the recreation center), a secretary (an executive secretary who volunteered to take minutes and type them for us), and the role of a treasurer is filled by the assistant manager and myself for reasons of bonding and legal liabilities by our company. We still meet once a month and try to limit our meetings to 45 minutes.

It is imperative that the management of the company supports your efforts, as ours does, so that these volunteers can be relieved of their appointed tasks and attend our meetings. The secretary takes minutes of the meetings and distributes them to all the committee members (both present and absent). This is done through our interoffice mail routing.

The committee develops a yearly calendar of events. We request suggestions from all employees every week so that the needs of all the





The annual Easter Egg Hunt is one of many popular events sponsored by Ferranti International's Recreation Association.

people can be discussed. And what an impossible job that is—pleasing all the people all of the time. Can it be done? Maybe not, but it must be tried.

The service we provide must be to all people. We review all requests and the possibilities of all the logistics. Usually we scan the population of the company for interest. If there is very little interest for one event we try an alternative program or suggest an alternative through a different local organization (such as a YMCA or Township Recreation Association).

In this yearly calendar of events we try to address the outstanding seasonal holidays and also make events for single adults as well as the family. We even have events only for the children of employees or grandchildren of employees.

This calendar is published each November for the upcoming year. It can be changed, of course, but it does give the employees a chance to review upcoming events. We are constantly reviewing new ideas and trips, parties, etc.

How could a discussion of employee services and recreation

associations be complete without mentioning two vital aspects of the service? Funding—where does the money come from for running all these events and NESRA? First, let's examine our bottom line and how we make or break this association.

In the past the companies each contributed X amount into the recreation fund, and this was the main source of money that supported all the employee's activities. That ceased through ignorance on my part when I took over the recreation association.

I didn't know about it in order to ask for it. I proceeded to hold more fund-raising events than ever before. These fund-raising events always are a direct benefit to the employees (sub sales, sandwich sales, flower sales, etc).

We also kept the membership fees that were already in existence. This is a very nominal fee to the employees. Our rate is \$3 for a single adult or \$5 for a family membership.

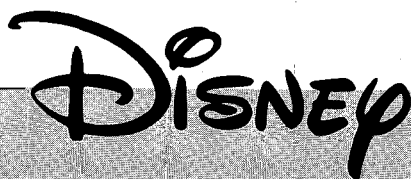
These memberships are annual and run from January through December each year. We average only 25

percent of the total employees joining the recreation association. However, we estimate that through our many special events we touch almost 85 percent of the employees.

Each employee is given a membership application in the paycheck and is asked to return it by January. We do take members in all year long as they decide to join.

Since all our events are open to all employees there must be good reason for becoming a recreation association member. Our reason is money. You will save money if you are a member. Example—a bus trip to New York City will cost a member \$13 versus non-member cost of a registration fee of \$18. This adds up over the course of a year. We even have some events that are free to recreation association members or their children.

Membership also qualifies the employees to receive discounts to certain local merchandise centers. We requested certain services or discounts from local area merchants. If I am a member and show my membership card, I can receive 10, 15 or 20 percent discounts when I buy tires for



presents

THE ART OF SERVICE

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This half-day workshop will focus on the following topics:

- **THE SERVICE PRODUCT**
Considering how a product relates to service and a company's image.
- **STANDARDS OF SERVICE**
Establishing expectations for employees based on customer's needs.
- **COMMUNICATING A SERVICE PHILOSOPHY**
Introducing expectations to employees and reinforcing with ongoing forms of communication.
- **A CULTURE AND MANAGEMENT STYLE THAT SUPPORTS SERVICE**
Setting priorities for management personnel that exemplify the service standards of a company.
- **MEASURING AND MONITORING SERVICE**
Evaluation of service based on employee and customer feedback.

During this workshop a Disney representative will discuss the techniques used to provide the quality service for which Disneyland has become known. Working in small groups, you will have the opportunity to analyze and discuss service concerns while building commitment to a quality guest service program.

Enclosed is my check for \$95. Please register me for the seminar "The Art of Service." Make checks payable to NESRA and mail them to NESRA Headquarters, 2400 S. Downing Ave., Westchester, IL 60154.

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my car, buy lunch at certain restaurants or rent videos at the local rental shop.

What does all this mean? People appreciate the trouble you have experienced in order to help them.

They like the discounts, the feeling that you care as proven by the work that goes into planning and building an event such as a Children's Holiday Party—complete with Santa, gifts, a magic act, songs and holiday treats.

This is all a service to the employees, and it's your job to deliver if you are administrator of employee services for your company. Our employees genuinely feel that their ideas count and that we've worked hard to bring them some social activity that they would pay more for elsewhere.

A good source of information to you should be NESRA. I was new to its existence. What can they do for me and what do I have to do for them in return?

I joined our first year and have rejoined each year since. It has become a valuable networking tool for me and another source of discounts to our employees.

Although we don't attend chapter meetings (two hours away), we are currently seeking other companies in our area to join us and start our own local chapter.

I have learned to rely on NESRA resources for information, interns and new ideas that we have yet to even think of. Being a national organization it can put you in touch with a resource person for virtually any

problem you are having within your organization.

We do take advantage of the annual conference held each year. My first year I walked around the conference hall in amazement, just gathering all the information I could about discounts from all over the country.

These discounts are regarded by our employees as a good service because they might have used the vendor anyway (Disney World and Hotels, rental cars, golf courses) and now by being a member of NESRA through our company—they have extra money to spend on their vacation because they saved money on a service NESRA provided for them.

Yes, it's Service with a capital S. It's a task to organize a calendar full of events, advertise the events, take registrations and deliver the event, week after week. You must keep a cheery disposition even when a displeased employee decides to tell you how to do your job better.

Yes, it's service that will make your program a success. You must go that extra mile. You must advertise a program that you have a feeling won't pique the interest of enough employees even if it is wasted time—but, that is service.

I think you should also ask the employees to evaluate your overall association once a year to see if you are on the right track and servicing all the employees. It's easy to slip into a self-serving mode and pursue your own interests.

People, all people, must feel an ownership of the association while you feel the responsibility for management of the club. Sometimes it means researching an area of interest you are not familiar with. NESRA can help you with its speakers bureau or resource network.

Our association, now three years old, is working and growing each month. We are careful to take copious notes and record vendors, prices and

statistics as we go. This helps next year with the same event. I also like to record quantities used such as bags of charcoal that it takes to cook the corn for the annual corn roast.

The committee likes to review the statistics from year to year to see if the event is growing, maintaining or losing interest and should be replaced. This committee also relays to me the comments of the people attending the event. It is a very special employee who will remember to call you Monday and thank you for all the fun his son had at the Valentine Party the weekend before.

Financially, our organization has a surplus of funds that we use to lower the price of an event below "cost" for the recreation association members. Although our company does not use funds from the vending machines in the employee lunchroom, I know that some companies do circulate the surplus back to the employees' clubs. We try to hold one fund-raising event every other month.

I think the fund-raisers should be a product from which the employees can benefit. We have done everything from sub sales to an employees' cookbook. I find if you keep the price within reason (a couple of dollars) the employees also see the raisers as helpful to them. We are careful to make sure our image is not that of selling products but rather that of providing fun services to the employees.

It is impossible to satisfy every single person who is employed by our company, yet, I see that as my mission. When this goal has been accomplished, I feel as if my mission is finished. Until then, we keep delivering service month after month with that perpetual smile they expect and deserve.



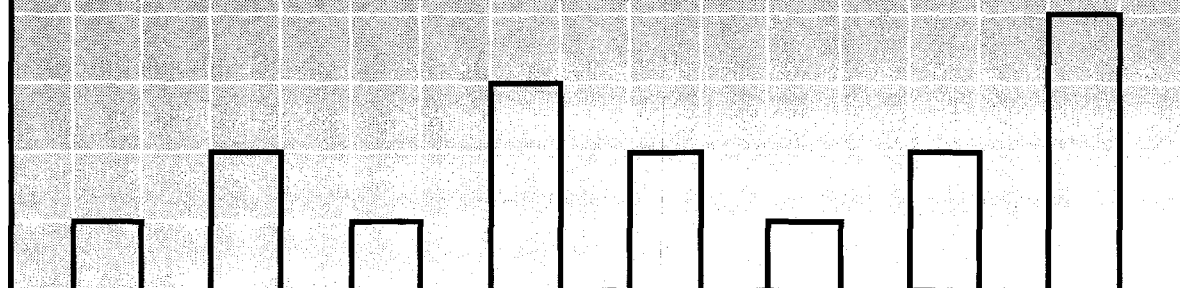
Carol A. Strandberg, CESRA, is director of fitness and recreational services, Ferranti International Signal Inc., Lancaster, Pennsylvania.



CASE STUDY

CULLINET SOFTWARE, INC.

DOCUMENTED EVIDENCE *that wellness programs save money*



The following case study documents how one company, Cullinet Software, Inc., benefits from establishing its wellness program and fitness center. Below you will find estimates of cost/savings of specific Cullinet Software, Inc. programs. These estimates show how smoking cessation, stress reduction, substance abuse and other programs have saved this company thousands of dollars. With the following telltale figures, you may find the evidence you need to begin work on your own wellness program or fitness center. Recommendations from those who worked on these programs and goals for future expansion of these programs are included to increase your success and to provide direction for your own endeavors.

ESTIMATED COST/SAVINGS OF SPECIFIC PROGRAMS

Cullinet Software's employee health program, including its Employee Assistance Program and Health and Fitness Center, sponsors activities and services, attempting to address all of the following areas:

- Physical fitness
- Nutrition and weight control
- Health risk factor reduction (hypertension, cancer, substance abuse, etc.)
- Back care
- Stress management
- Medical self-care

Although Cullinet wishes to specifically target programs in these areas in the future, the health-care cost

savings impact that current programs have likely had on Cullinet Software's bottom line suggests that the employee health programs should be expanded.

Examples of likely cost savings potentials due to program offerings in several areas at Cullinet are listed below:

SMOKING

Cullinet estimates that smoking employees incur costs of \$200 to \$4,600 per year more than nonsmoking employees due to:

- Increased maintenance costs
- Increased visits to water fountains, vending machines, etc.
- Increased medical/hospital visits due to upper respiratory problems and lung cancer.

Others site a more conservative estimate of \$300 to \$400 per year per smoker.

Between 25 percent and 30 percent of Americans smoke. For purposes of comparison, given approximately 1,166 employees (Westwood area only), it can be assumed that approximately 290-350 employees are smokers. Using the more conservative estimate of smokers' additional yearly costs to a company, it can then be estimated that Cullinet Software spends an additional \$87,000 to \$140,000 per year on their smoking employees. If even 50 employees stop smoking each year, the company saves an estimated \$15,000 to \$20,000.

In 1987 Cullinet Software, Inc. sponsored smoking cessation courses. The cost of running smoking cessation programs averages \$30 per person. Approximately 30 percent of smoking cessation program participants actually quit smoking. Cullinet offered to share the cost of this with

those who joined in an effort to encourage participation among employees and to realize a potentially significant payback. (Example: 150 smokers multiplied by \$15 [Cullinet Software Inc.'s contribution] equals \$2,250 cost; 50 smokers actually quit equals \$15,000 to \$20,000 estimated cost savings; yield equals \$12,750 to \$19,750 estimated actual savings.) Due to no further interest/enrollment, the program has not been offered in the past year.

HYPERTENSION

Employees with high blood pressure have a 17 percent greater absenteeism rate than non-hypertensive employees. Insurance costs approximately \$400 more per year for hypertensives than for normal tensive employees and there is even a stepwise increase; as blood pressure increases, they show even higher health-care costs. High blood pressure control programs cost \$35 to \$40 per year. In 1984, 48.2 percent of all deaths were due to uncontrolled hypertension. National averages indicate that 33 to 67 percent of all men and 25 to 39 percent of all women are hypertensive. For the purposes of comparison, assume a conservative 30 percent of Cullinet's Westwood area population is hypertensive. If approximately \$400 more is paid in insurance costs for every hypertensive Cullinet Software employee per year, then it can be estimated that Cullinet Software pays an additional \$140,000 (\$400 x 350 employees) per year on its hypertensive population.

Current hypertension screenings help identify hypertensives and refer them to their primary care providers for appropriate follow-up. Increasing the availability of these screenings and implementing a comprehensive follow-up program for hypertensives at Cullinet Software will invariably reduce the costs associated with employees unaware of their existing hypertension.

STRESS

Some evidence suggests that stress management programs may reduce the use of health services by employees with chronic anxiety. These programs have also been shown to be effective in reducing blood pressure in individuals with mild hypertension. In the 20- to 64-year age group, 7 percent of men and 23 percent of women experience "high" levels of stress on the job. One estimate suggests that each case of stress carries a total cost of \$2,677. This figure reflects visits for their health care, time away from work, interference with communications, accidents, and a lack of productivity, to name a few. Equitable Life Assurance Company reports a \$5.52-return for every dollar invested in stress reduction. One midwestern hospital realized a \$21,622 monthly reduction in total losses due to accidents and injuries from implementation of a comprehensive stress management program.

If Cullinet were to offer a stress management program

to, say, a select group of their high risk population, at a cost of \$150 per person, it can be estimated that a savings of \$24,840 could be realized (\$4,500 cost multiplied by \$5.52/\$1 savings).

Admittedly, while a one-time stress management training program will have little effect on accident and injury occurrences, a more permanent organizational wide program designed to encourage stress reduction can have more substantial effects.

SUBSTANCE ABUSE (ALCOHOL)

Alcoholism is probably overt in 5 to 10 percent of any employee population and there is another 15 to 20 percent where substance abuse might interfere with their work. General Motors Corporation showed a 15 percent decrease in sickness and accident days as affected employees went through a substance abuse (employee assistance) program and a 50 percent decrease in overall absenteeism. The range is from a 30 percent to 50 percent decrease in absenteeism as substance abuse problems are addressed and eliminated.

If a salary range of \$25,000-\$49,000 per year and benefits packages of \$6,250-\$12,250 (25 percent of salary) are used for Cullinet employees, then the average compensation per work day is estimated at \$120.19-\$235.58.

If an estimated 15 percent of the Cullinet Software workforce is affected by alcohol abuse (175 employees) and each one of these affected employees is absent one extra day per year more than the unaffected employees, the estimated additional cost to Cullinet is \$21,033-\$41,227.

And this cost only reflects an increase in absenteeism. Losses due to decreased productivity and increased health-care costs are not included in these calculations.

Success rates for established corporate employee assistance programs for the management of alcohol abuse are reported as high as 70 percent. One company found a 48 percent decrease in hospital costs and a 50 percent decrease in absenteeism for former alcohol abusers during the year following implementation of an Employee Assistance Program (EAP). Cullinet Software currently has an Employee Assistance Program.

OVERWEIGHT

Nationally, among adults aged 20 to 74 years, 13 percent of males and 23 percent of females are technically obese (20 percent or more than ideal weight). Weight reduction can decrease the rate of early death among overweight individuals. Overweight individuals are absent even more frequently than those with hypertension or who smoke. Overweight individuals tend to have higher risk of cardiovascular disease, the leading cause of death in the United States.



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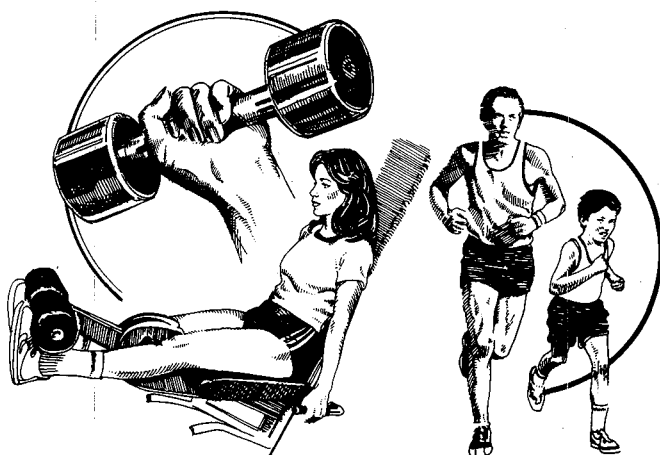
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Reducing the weight of Cullinet's employee population would significantly reduce health-care costs in general and absenteeism costs more specifically. If the number of clinically obese individuals among Cullinet's employee population is estimated at a conservative 15 percent, then 175 employees are at a greater risk for cardiovascular disease and are more likely to take an additional day off each year than the rest of the population.

Using the framework for assumptions established with the subsection on substance abuse, Cullinet Software probably reports absenteeism losses of approximately \$21,033-\$41,227 per year for those obese employees taking but one day off per year. Again, this number does not reflect the likely additional costs associated with obesity.

Not only does Cullinet save money by implementing programs to improve the above health conditions of employees, but it also enjoys success with its Health and Fitness Center. Read below about how Cullinet began its health and fitness center and how employees use the center.

FITNESS CENTER HISTORY

The Cullinet Fitness Center program started almost immediately after the Product Development Facility was built. The grand opening of this building was June 5, 1984. Prior to this building, there were a few infrequent exercise classes in an employee lounge at Blue Hill Drive.

The Development Center was constructed to include a racquetball court and an exercise area with standard carpeting. Usage inevitably increased from a few exercise classes per week to what appeared to be the need for a structured program.

A management group was consulted to work directly with a Cullinet employee to aid in the program planning, implementation and management. This team formulated a program that was primarily recreational with a limited fitness profile and a few specialty events (i.e., Wallyball Tournament and a Road Race in conjunction with the Westwood Hometown Fair). The center adopted a name, logo and a monthly newsletter. Sportswear was offered for purchase with all colors, styles, etc. through a local sporting goods store.

Participation in all recreational programs increased, as well as the amount of Cullinet employees hired. A demand for a more extensive, streamlined and professional program was now necessary.

A consultant from a larger and more diverse wellness management group developed programs that were focused and had a monthly theme/topic. These topics primarily coincided with the National Health Calendar. This restructuring and program path was extremely successful in providing a projected budget, free information, packets and flyers, as well as free services from various organizations (i.e., American Cancer Society, American Red Cross and the Heart Association, etc.).

A monthly calendar of program events was now in

place. Management became critical and required an expansive knowledge of all aspects of health, fitness and business management. Unfortunately, Cullinet had outgrown the first consultant and the larger, more diverse management group took over.

Program introductions and expansions continued to flourish. Extensive surveys and tracking mechanisms were implemented to determine usage, necessity and additions or deletions to the existing program.

Aerobic class participation increased dramatically. An in-depth review and site search was conducted to purchase and install an appropriate flooring. This purchase was an indication of upper management's support for a long term program.

All programs were enhanced and developed to meet employees' specific needs. Cullinet's road race named the "Cullinet Classic" had an established course which starts and ends at the Cullinet facility. Many specialty programs to raise money for charities occurred to put the company in good standing in the community. Participation of total employee involvement increased from 20 percent to 80 percent in a two-year period which encompasses a 50 percent employee growth rate.

A new name and logo for the center were established and introduced to the employee population. This new name, "Health and Fitness," represents the transition from what was once primarily a recreational/fitness program to a more diverse program. Each program was successful in participation and overall involvement. The center continually attracts new faces and now has all age groups and lifestyles.

Yet another transition occurred during our contract with the consultant. The consultant company was changing the direction of its business to no longer include corporate fitness.

Another search of the market began to identify another group of corporate fitness consultants, but no company locally met our program's needs. All the companies researched that operated a fitness center either hired full-time health professionals or independently contracted with them.

Cullinet decided to contract independently for a director and an assistant director. An extensive search and a series of interviews were successful. Cullinet has contracted for a full-time director with a bachelor's degree in nutrition and an assistant director with a bachelor's degree in physical therapy. Their backgrounds broaden the base of the program's capabilities to extend involvement to all workers. The program remains one of the best of Route 120 and is often used as a recruiting tool for new personnel.

FITNESS CENTER USAGE

For many reasons, actual use of the health and fitness center is difficult to ascertain. Since there are no requirements for employees wishing to use the center, an "open-door" policy exists.

Although employees were asked to sign in each time

they used the center for many years, this procedure was discontinued in April, 1987, since its value could not be determined. Sign-in compliance was very low. Many employees used the showers, locker rooms, racquetball court and outdoor basketball courts, participated in exercise classes and personal fitness programs (weight training, walking, running, cycling), but rarely signed in. Additionally, these sign-ins did not reflect those employees participating in many of the special one-on-one and group programs offered by the center (blood pressure screenings, weight control and nutrition education, CPR and first aid, health/fitness profiles, contests and more).

In order to better approximate the number of employees using the health and fitness center on a daily basis, its staff instituted quarterly Health and Fitness Center Usage Weeks. Once per quarter, the staff asks center users to assist them in determining how many visits are made to the center during one week.

Health and fitness center usage weeks are promoted by word-of-mouth, the Center Newsletter and on bulletin boards throughout the center for up to two weeks prior to the scheduled usage week. Since employees are informed and understand the importance of affording the center staff with this information, compliance is high.

Currently, health and fitness center use at the University Avenue facility is estimated to be somewhere between 75 and 135 per day (including racquetball and wallyball players, class participants, runners and other personal fitness program participants). Mondays and Wednesdays are the busiest, Tuesdays and Thursdays moderate and Fridays somewhat slower (after lunch). Saturdays and Sundays regularly attract 20-30 employees for personal fitness programs and use of the racquetball court.

The Lost Brook facility is primarily used by Lost Brook employees ($n \approx$ approximately 15) who regularly run as part of their personal fitness programs and, less frequently, use the equipment available. This facility will continue to be used by a low percentage of employees, since it is small and unstaffed and, therefore, not conducive to motivating employees not currently following a personal fitness program.

According to D.W. Edington, director of the fitness research center at the University of Michigan, companies can expect 15-30 percent participation by employees in staffed facilities located on-site (i.e. same building). If a company realizes 30 percent or more regular participation in their on-site health and fitness programs, it is considered a very successful venture.

It cannot be determined how many Cullinet employees are one, two, three, or four times per week center users. However, if we assume that most are twice or more times per week users, and it is also assumed that 375 to 675 visits to the University Avenue Center occur each week (75-135 visits/day x 5 days), then we can estimate that approximately 262 employees $(187 + 337) \text{ divided by } 2$

use this center each week. This number well exceeds the 30 percent participation expectation for the University Avenue facility and indicates the success of its staff in encouraging participation by employees in all five Westwood buildings.

Again, this number does not reflect participation in special programs such as health fairs, blood pressure screenings, weight control contests and more. It is important to consider the outreach these types of programs involve. Many of these "special program" participants may not actually use the center on a regular basis but are, in fact, positively impacted by these center-sponsored programs.

RECOMMENDATIONS/GOALS

The recommendations for continued growth and increased effectiveness fitness center at Cullinet Software, Inc. reflects trends in the U.S. health-care industry, baseline data available on employee health risks and the corporation's interest in reducing health-care costs.

1. Conduct a comprehensive claims analysis. Information obtained from a comprehensive medical claims analysis will assist in the development of a corporate health profile. This profile can be used to develop special programs targeting higher risk employees. To accomplish this, the fitness center staff should work hand-in-hand with the human resources, benefits and compensation departments.
2. Implement a corporate-wide health-risk appraisal. In addition to providing every employee with a personal health report, this tool can also be used to determine the risk factors of the general workforce and point directions for program content as well as the need for changes in the work environment. Because health-risk appraisals address current lifestyle issues of employees, including daily stressors and dietary habits, they can provide program planners with information about health risk factors.
3. Bring management of the health and fitness center on-site. To further enhance the growth potential of the center, its staff must be made employees. As employees, the staff will develop a stronger relationship to your company and this relationship will transfer positively to their work ethic. Their loyalty will then lie solely with your company.
4. Reduce staff involvement with sports league and recreational activities. Establish employee-led sports clubs that report to the health and fitness staff for program direction. In doing so, staff will be able to address more health-related programming, and employees will develop an important sense of program ownership.
5. Allocate additional office space and personal computer to health and fitness center staff. A staff of two using office space designed for one with virtually no space requirements is counterproductive. The staff's responsibilities are many and certainly equal to that of other full-time employees.

Look for more justification research results in future issues of ESM!

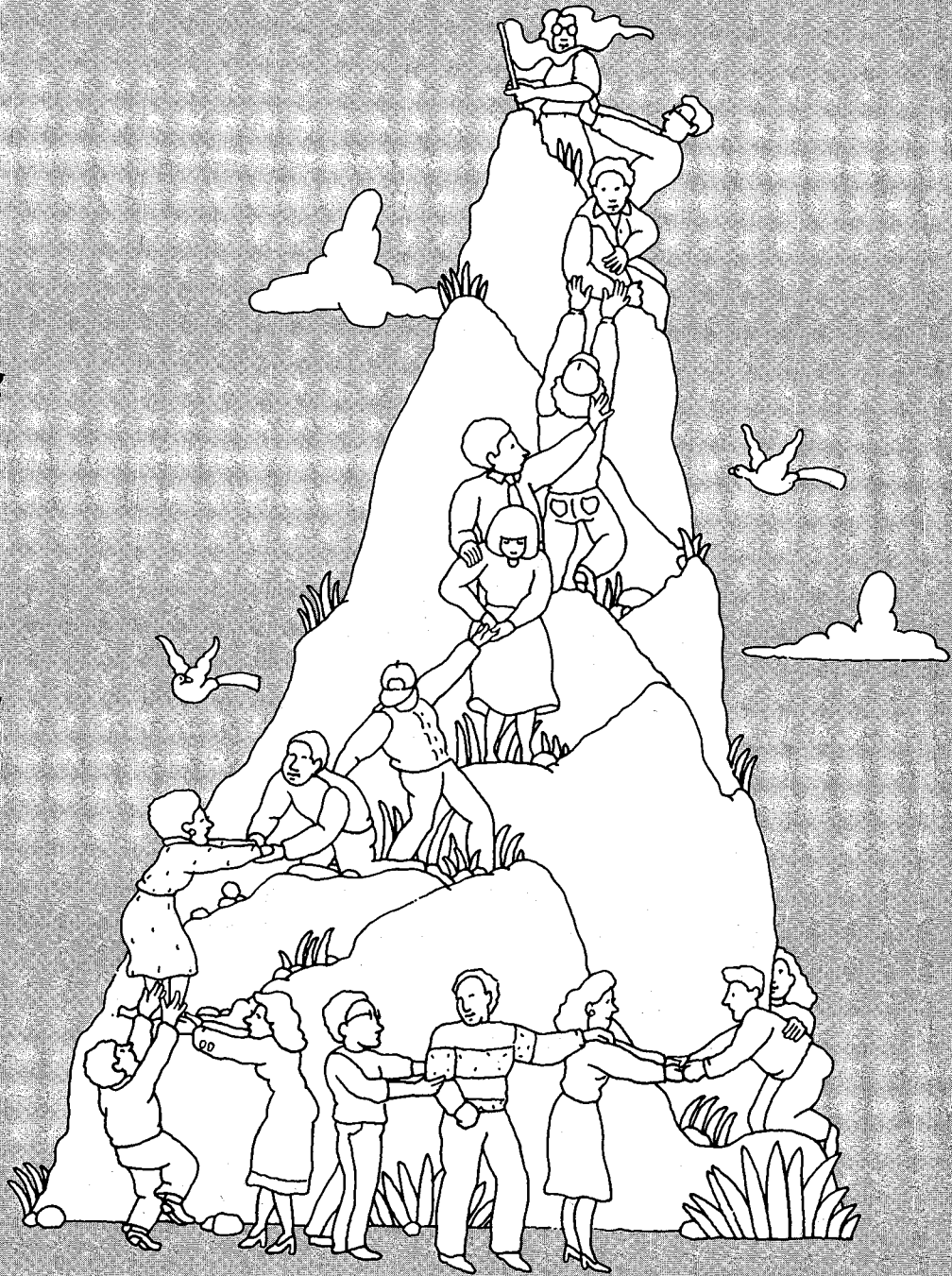


CORPORATE & COMMUNITY PROGRAMS:

Working Together to Reach a Common Goal

by Jennifer Cupples

The Scope of the City of Troy Parks and Recreation Corporate Program encompasses inter-agency programming for both its residents and employees. It has spearheaded efforts with other units of government, the local school district, universities and more currently, the chamber of commerce, to develop quality services for its residents. Collectively, these groups have brainstormed in an effort to create community involvement in cultural and wellness areas.



Back in the 1800s, Troy was a rural farming community as well as a beaver trading town where a trader could get a high price for his goods. As one drives through town today, tall high-rise buildings dwarf the horse farms that still sprinkle the community. Subdivisions abound which bring a harmonious relationship between the old and new. Since Troy incorporated as a city in 1957, the town has boomed both commercially and residentially.

Now, the City of Troy is a bustling, urban community, housing 75,000 workers within the city limits during the hours of 9 to 5. About 15 miles north of Detroit, the City of Troy headquarters some of the nation's largest companies like Kelly Services, K-Mart, Sperry Vicker, Volkswagon of America, and Ford Motor Tractor-New Holland.

As more and more businesses came to town, so did their employees expressing an interest in participating in our leagues. Adult slo-pitch softball leagues for the adult worker and resident grew to 160 teams that now service, men, women, and co-rec

divisions, for various age groups.

Each team consists of players either living or working full-time within the city boundaries. Other adult leagues offered include basketball, indoor volleyball, beach volleyball, innertube water polo, and soccer.

These leagues are composed of several thousand individuals who love to participate in after-work leisure-time pursuits. With the help and support of our school district, facilities are jointly used in a cooperative effort to provide services to our tax paying resident.

A successful league concept for our corporate employee is innertube water polo. Carla Vaughan, a professional staff member of the department, developed this concept based on an intramural game she played at Michigan State University. With a few rule modifications, innertube water polo became a reality. Even the city developed its own team of employees and called it the "Sitting Ducks."

Seven teams play on Monday nights with league play beginning in December. This game is wild and wet,

and provides a vigorous workout. You may ask "What is innertube water polo?" It's a zany game played with seven on a team. One is a goalie and the other six players compose three defensive and three offensive players. All players must sit "like a duck" in an inflated car innertube in a pool that is about 3 1/2' deep. While in the tube, one paddles around with hands and feet to maneuver up and down the pool.

The rules state that each player must wear a "beanie hat" that ties at the neck. The offensive team wears a navy "beanie hat" and the defensive team wears a white hat. This hat provides for team identification for both the players and the official. Caught without a hat on or one untied elicits a penalty from the referee. Played like regular water polo, the object is to score a goal at the other end of the pool. Men get one point per goal and women get two points. It's loads of fun and it gives the employee something to do with a splash.

As the league concepts continued to grow, other areas of need were expressed by our residents and



Members of the Troy Community make a splash in a game of innertube water polo.

corporate sector, "What can you do for us regarding our summer staff picnic?" was an often asked question. Of 14 different park sites in town, four were chosen to handle picnic functions. Park shelters, barbecue grills, beer permits, and picnic kits were provided. In addition, tennis court, ball diamond and beach volleyball permits were made available to guarantee usage.

Companies come to our administrative offices beginning May 1 of each year and reserve these services. Provided residency requirements are met, services are free, except for park shelters that require a \$20 reservation deposit due to the demand. A big hit for a family reunion as well as a company picnic is our picnic kit, which includes everything from softball bats and balls, frisbees, bocce balls, badminton racquets and shuttlecocks, volleyball net and ball, and horseshoes. A convenient carrying case makes it easy to haul and place in a car trunk.

Another example of an inter-agency, cooperative effort was with Oakland University, the Troy School District and our department. The class was called "Lifeline: A Cardiovascular Health and Fitness Program." It ran three days a week for one hour in the early morning and evening time slots. The class traveled to participate in fun runs and attended educational seminars on health and fitness.

In developing the class structure, we worked very closely with Dr. Fred Stransky, an exercise physiologist and Director of the Health Enhancement and Maintenance Program at Oakland University, to get the program off the ground.

Dr. Stransky provided a complete support service to this program. One requirement for each participant was to submit a physical and medical history. Via the medical history form, Dr. Stransky evaluated the participant's history of coronary heart disease, stress factors, diet and nutrition areas, and cholesterol count review. He consulted with each participant and lectured to the class on various aspects of wellness.

Mr. Terry Dibble, director of the Exercise Physiology Lab, at Oakland University, instructed the class and conducted pre- and post-fitness evaluations on each participant. The pre-fitness evaluation was required at the onset and various tests were administered to determine the participants present cardiovascular health. During the course of the program, Terry charted each participant's progress and reevaluated them again every six months.

Becky O'Connor, a registered nurse at Oakland University, administered the SMA-12 blood test to our students and determined their cholesterol level. Based on these findings, Dr. Stransky gave a blood profile on each student to complete their fitness profile. While the jogging and running trend reached its highest interest in the late 70s to early 80s, this program benefitted between 75-100 students each semester. As jogging phased out, aerobics became the new fitness craze.

From here, we offered our first joint instructional program with the Troy School District. An inquiry from a group of teachers at a local elementary school expressed an interest in an aerobic fitness class. In searching for a program and instructors, we settled on an aerobics class offered by Dancefit, Inc. Dancefit, Inc. offered a cardiovascular aerobic program that was choreographed to music by Lynette Handley. After the program was decided upon, we began the class directly after school on Mondays through Wednesdays from 3:30-4:30 p.m. The school's gym was used and we collected registration by mail or in-person at our office. We extended the registration to all teachers in the district and this program successfully ran for 2 years.

The Troy School District publishes a monthly newsletter, "Healthwise," for its faculty and staff. As a joint effort, it lists our fitness and wellness activities and distributes this on a school-wide basis. This cooperative effort has had tremendous payoffs, and we have received several calls from employees looking for ways

to get involved.

The Troy School District has been very cooperative and supportive with our efforts toward total fitness for the employees and community.

A new endeavor of ours is to take a look at joint, interagency efforts with our local chamber. Gayle Houser is the director of the Troy Chamber of Commerce. She is a dynamic leader of the community and has many creative, innovative ideas for employee enhancement. She is consistently looking for ways to untap the many resources available in our community.

In our initial discussions with the chamber, we have explored both cultural and wellness events for our large number of daytime employees. Ideas like a noontime concert series with a nutritious lunch, noontime mileage walks, and after work fitness socials have been discussed.

The chamber is a great community resource to work with and offers numerous resources for these efforts. A long-range goal is to develop a committee representing both the private and public sectors to initiate program concepts for employees, residents and their families.

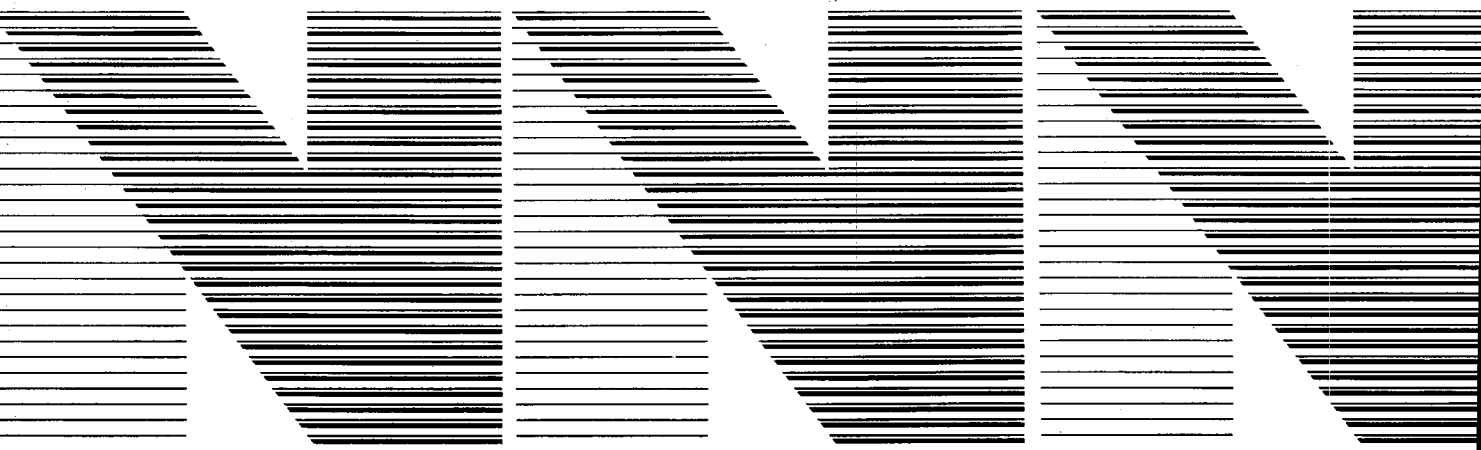
Of course, one cannot forget the invaluable resources of our regional group, the Michigan Employee Services and Recreation Association. In achieving these many successes, MESRA has been a very viable networking group with our department in providing professional expertise in our new programming endeavors. New ideas are explored at our monthly meetings as well as by telephone. Contacts of this nature have led us to many other successful programs in travel, entertainment and special events.

For more information on our innertube water polo leagues, please call me at (313) 524-3484 and I will be happy to let you know how to get started.



Jennifer Cupples is recreation supervisor, City of Troy Parks and Recreation Department, Troy, Michigan.

NEW VISIONS NEW VENTURE



NESRA'S 48TH ANNUAL CONFERENCE AND EXHIBIT

1989 SPEAKER HIGHLIGHTS

A vision: "something seen in a dream, trance or ecstasy: a supernatural appearance that conveys a revelation: an object of imagination: a manifestation to the senses of something immaterial." A venture: "destiny, fortune, chance, an undertaking involving chance, risk or danger." After examining the definition of these two words, it is only fitting that they be chosen to create the theme, "New Visions New Ventures" for the 48th Annual Conference and Exhibit. This theme not only signifies NESRA's advancement into a new era, but also signifies the expansion of the employee services and recreation field.

This is the year NESRA launches itself far beyond its pioneers' dreams as it (1) introduces new concepts such as an employee store manager's track and a health fair at the conference in Dallas (2) encourages involvement by all members with its plan to restructure, and (3) incorporates new technology into its operations.

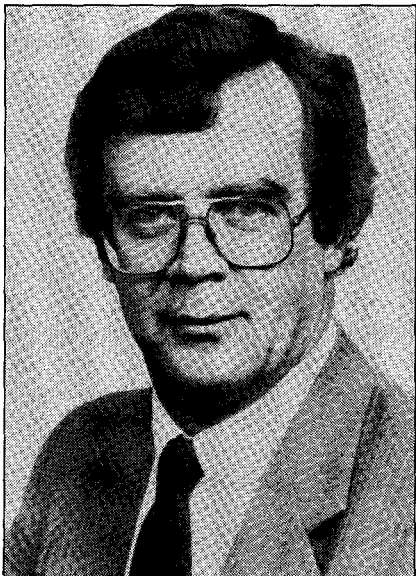
by Cynthia M. Brown

At the conference, additional concepts will materialize as NESRA premiers its health fair display and offers a panel of Dallas ES&R professionals as information resources to attendees. Demonstrations, exhibits, discussions, speakers and simulations will provide attendees with opportunities to enhance their skills in many facets of the ever-changing employee services and recreation field.

Jeffrey Hallett, author of *Worklife Visions*, will begin the conference by opening attendees' eyes to visions of the future workplace, where employee services and recreation programs will be in great demand, and by encouraging employee services and recreation professionals to fearlessly leap into their new roles. Additional speakers will enthusiastically inform attendees of vital issues, instruct them on the fundamentals as well as new techniques, and define their increasingly important roles in the workplace.

The following article highlights a sample of the many conference speakers who can help you define your visions and prepare for your ventures.

WORKLIFE VISIONS



Jeffrey Hallett

"In the 21st century, people—not technology—will make the difference between success and failure," according to Jeffrey Hallett. It will be necessary for companies to "develop a higher degree of belief in employees," says Hallett, who emphasizes how employee services and recreation managers will be vital to achieving this goal.

"As it becomes increasingly clear that the only unique asset a company has is its people, companies will continue to invest more in employees' well-being. This will result in a higher value placed on the perception of what are now considered fringe benefits. Companies will invest in employee services to ensure that employees are healthier in mind and body." Hallett expects the ES&R field to "expand significantly because the benefits that will come to a group of people participating in employee services and recreation programs will enhance teamwork, which is an increasingly important attribute for every company." Employee services will be regarded as "a competitive necessity rather than something nice for employees," emphasizes Hallett.

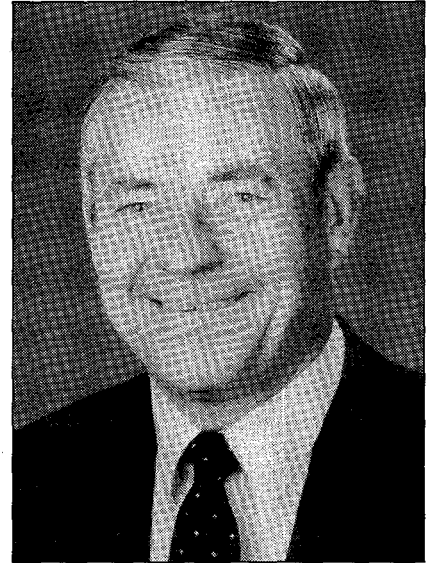
Known for his vivid descriptions of worklife changes to come, Hallett will inform the audience of the major transformation at the core of the economy as we shift from an industrial age to the information age. He will address new challenges facing all organizations and the nation, and he will emphasize the importance of developing new models, rules and behaviors for this new information age. With his effective speaking techniques, Hallett will guide his audience to visualize the worklife of the future, and he will motivate employee services and recreation managers to venture toward their new roles with success.

Hallett is the president and founder of TRAC, Inc., Alexandria, Virginia, a research and consulting firm specializing in information-system design, issue analysis, and organizational response to change.

His book, *Worklife Visions*, examines this nation's shift from an

industrial to an information economy and the fundamental changes it will cause in the workplace. He also contributes a "Worklife Visions" column to *Personnel Administrator*, the monthly trade magazine of the American Society for Personnel Administrators.

THE MYSTERIES OF MOTIVATION



Bob Gaylor

What are the secrets to developing a productive workforce? Are happy employees productive employees or are productive employees happy? Do employee services and recreation programs directly increase productivity? When are employees more likely to become involved in employee services and recreation programs—when they feel fulfilled with their job or while they seek this fulfillment?

Taking a step toward increasing productivity involves discovering what makes a job meaningful to each employee. "Today's workers want fulfillment in what they do. They want responsibility, achievement, recognition, challenge and opportunity for growth," insists Bob Gaylor, management development specialist for USAA, San Antonio, Texas.

Join him as he unravels his two-part theory of the mysteries of

48th ANNUAL NESRA CONFERENCE AND EXHIBIT

THE GRAND KEMPINSKI, DALLAS

MAY 3 - 7, 1989

CONFERENCE REGISTRATION

INSTRUCTIONS

1. **Please use one form per person/couple** - photocopies allowed.
2. Complete all portions of this form and mail it to NESRA - see address below.
Make check payable to NESRA. Advanced registration cannot be accepted without full payment.
3. Your name and company will appear exactly as you indicate below.
4. Please read registration, hotel and cancellation policies.
5. **Print or Type** all information clearly.

CONFERENCE REGISTRATION

Name: A. _____ Title _____

Spouse/Guest: B. _____

Common First Name: A. _____ B. _____

Company: _____ Phone: _____

Address: _____

City: _____ State: _____ Zip: _____

Is this your first National NESRA Conference: _____ Yes _____ No

I am a Certified Emp. Svcs. & Rec. Admin. (CESRA) _____ Leader (CESRL) _____

FEES

	PRIOR TO APRIL 1, 1989	AFTER APRIL 1, 1989	AMOUNT
Delegate - NESRA Member	\$295.00	\$330.00	_____
Nonmember Delegate	\$315.00	\$340.00	_____
Associate Member not Exhibiting	\$395.00	\$420.00	_____
Commercial Attendee not Exhibiting	\$425.00	\$425.00	_____
Spouse/Guest	\$140.00	\$150.00	_____
Student	\$130.00	\$135.00	_____
Retiree	\$ 75.00	\$ 75.00	_____
		Total	_____

REGISTRATION POLICY

The registration fee includes attendance at all events, business meetings, educational sessions, conference meal functions, exhibit hall and planned social events.

HOTEL HOUSING POLICY

All room reservations must be made directly with The Grand Kempinski. We can guarantee the availability of rooms after April 12, 1989. The NESRA Conference at The Grand Kempinski is \$90 (single or double). A reservation card will be paid with your registration confirmation packet. Should you prefer to phone in your reservation, the number is 214/386-6000. Please be sure to state that you will be attending the NESRA Conference.

CANCELLATION POLICY

Full registration will be refunded if cancellation is received postmarked not later than April 15, 1989. After this date, a refund cannot be guaranteed.

RETURN TO

NESRA, 2400 South Downing Avenue, Westchester, IL 60154

Questions? Call: 312/562-8130.

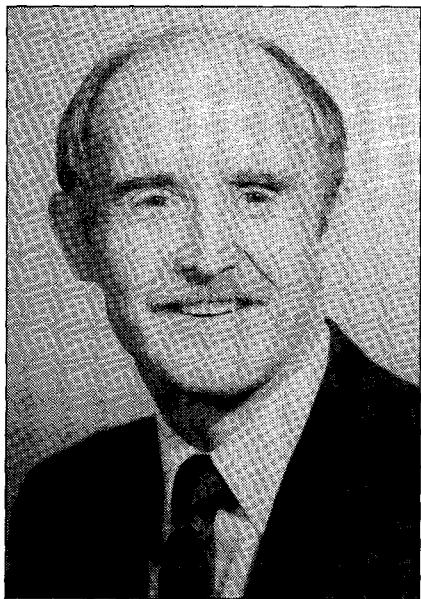
For Office Use Only 1 2 3

employee motivation, which include making employees comfortable and offering them fulfillment in their jobs. Gaylor will define what role employee services and recreation managers play in this theory as he explains, "Employee services and recreation managers are an extremely critical launching pad for motivation. They provide a work atmosphere which makes employees feel good about their jobs," explains Gaylor, who will also give the audience tips on how they can best fill this role.

Last year NESRA members thoroughly enjoyed his presentation on the high-tech/high-touch phenomenon, and this year they will come back for more of Gaylor's realistic techniques delivered with his own speaking style—"a blend of homespun humor, storytelling, and old-fashioned common sense."

In addition to conducting workshops on all general areas of management and leadership, Gaylor also administers the work simplification program and the quality circles at USAA.

PRESENTING YOUR CASE



D. W. Edington

As many of you know, it takes more than simply knowing how to implement a new program and having the volunteers ready and willing to

work to see a program materialize. Another obstacle awaits you—seeking management approval.

To help employee services and recreation managers meet this challenge head on, D.W. Edington, a well-known expert in the fitness field, will lead a session providing attendees with information necessary to make them look like "accomplished managers" in the eyes of their superiors.

In his session, this author of numerous articles and books, including *The One Minute Manager Gets Fit*, *Biology of Physical Activity*, *Biological Awareness*, and *Frontiers of Exercise Biology*, will share his techniques regarding how to effectively propose employee services and recreation programs to management.

After discussing the importance of program justification, Edington will teach attendees three principles to remember when preparing these presentations: First, management will grant you little of their listening time; second, choose three to five of your strongest points and use them to state your case; third, deliver these three to five points in a polished and flowing manner.

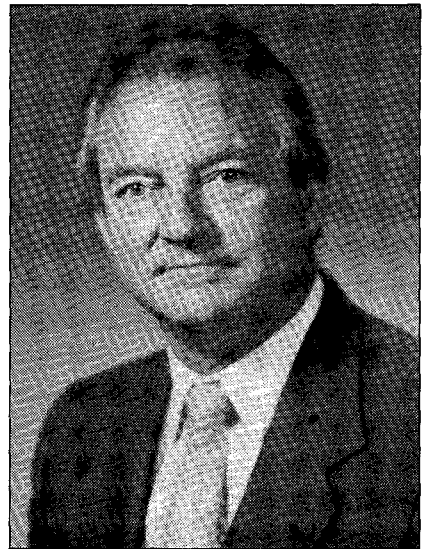
"Presentations to boards or upper level management are rare occurrences. When the opportunity arises, there is limited time to highlight your program or proposal. Concise objectives, rationale with high face validity, and company benefits consistent with company policy will place your program in its best light," emphasizes Edington.

Edington, professor and director of the Division of Physical Education at the University of Michigan, also acts as director of the U-M Fitness Research Center and research scientist at the School of Public Health.

Dr. Edington's work with the Health Risk Appraisal and Lifestyle Analysis Questionnaire is considered to be the model for corporate health and lifestyle programs. His specific interests are in the use of health and lifestyle promotion activities as strategies for health-care cost

containment, productivity, human resource development, healthy organizations and health of families.

ES&R MANAGERS' ROLE IN FAMILY ISSUES



Jim Battersby

"The time is here for employee services and recreation managers to become proactive in family issues as they pertain to the workplace," announces James G. Battersby, manager of employee programs at Lockheed Missiles & Space Company, Inc., Sunnyvale, California.

In his powerful presentation, Battersby will encourage employee services and recreation managers to take advantage of the resources, the knowledge and the ability they possess to be forerunners in areas such as child care, eldercare, leisure counseling, as well as other social issues.

"The fears of liability, additional benefit costs, and labor negotiations are negligible. They are minor challenges offset by a national focus on family issues in the workplace," emphasizes Battersby.

He will show ES&R managers that they are in the position to direct the action and how to play a feature role in these key issues.

At Lockheed Missiles & Space Company, Battersby initiated a company-wide child care program resulting in considerable cost savings, and he expanded the size and scope of the employee programs operation with minimal increase in staff resources. In addition to his position at Lockheed, Battersby also teaches two undergraduate courses, Employee Services and Recreation and Introduction to Commercial Recreation, at San Jose State University, San Jose, California.

LEADERSHIP: CREATING YOUR OWN STRATEGY



Doreen Cato

Is creating new keys to solve old problems and initiating change at your workplace enough to meet today's fast-paced challenges in the marketplace and your organization? The impact of organizations' restructuring has caused many changes in all industries. Organizational development is the name of the game, but are you one of the key players? As an administrator or volunteer leader in the employee services and recreation field, it becomes even more necessary to be recognized as one of the pacesetters

within the organization.

Doreen Cato, currently wellness program manager at Washington Mutual Savings Bank, leads this session, which will provide creative exercises and examples of entrepreneurial leadership strategies. It will also provide "how to" tips for enhancing individuals' leadership styles and tools to assess their gamesman skills.

At Washington Mutual Savings Bank, Cato oversees a statewide health management program. Outside the office, she is very active in her community. In addition to being the on-air production chairman for the United Negro College Fund, she also serves on the boards of Fremont Public Association, Sound Heart, and the AIDS Services and Prevention Coalition. Among Cato's political involvements, she is the vice chair in her district in the state of Washington, and the King County Council appointed her to the Regional Human Services Roundtable Seattle Work Group and Minority Needs Assessment Advisory Committee. Cato also represented the state of Washington as a delegate to the 1988 Democratic National Convention.

YOU AND AMERICA: TWO GREAT CHAMPIONS



Michael Broome

"We have too many Americans who want the front of the bus, the back of the church and the middle of the road," says Michael Broome, author and producer of motivational films and cassettes. This presentation is certainly not "middle of the road."

Broome will deliver a humorous and inspirational message as he encourages attendees to look at America and private enterprise from a positive perspective.

"We are free to exercise all our potential in this land of opportunity," says Broome, who will compare our system with socialist and communist countries.

With all of these available options, Americans should strive to reach their full potential. Broome will offer attendees directions on how to maximize their potential. "Know what you want to accomplish and know what you're willing to give up to accomplish it," says Broome, who will discuss techniques of setting goals and qualifying objectives.

He will also address other aspects of self-improvement as he urges audience members to become motivated, maintain a successful environment at work and at home, and to maximize their potential.

This message will be delivered with Broome's captivating, humorous style which will keep attendees at the edge of their seats as they listen, laugh and learn.

Twice the president of the Appalachian State University student body, Broome developed his own major in personal development. In addition to speaking, Broome launched a successful marketing business, and he founded the Broyhill Leadership Camps for Youth.

These are just some of the many speakers and topics selected for your conference experience. Send in your registration form today.

Controlling Your Inventory

by Lyn Heffernan and Mike Maroney

Employees wanted the "Happy Valentine" balloons, but the shelves were empty. It made for disgruntled employees and reduced profits.

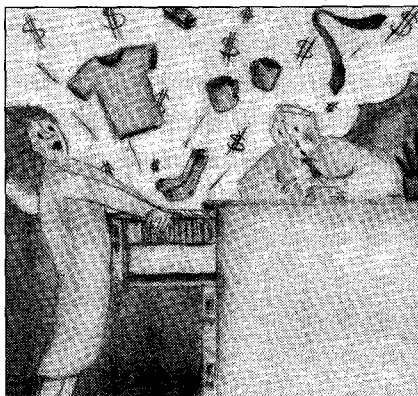
Let's face it: there's almost nothing more heartrending in store management than running out of "hot sellers" or having too many duds on the shelves. With time, you can cut the chances of either scenario affecting your profitability, and bottom-line profitability is what it's all about.

Inventory may be your company store's largest investment, and that alone is reason enough to place controlling it at the top of your management priority list.

The essence of inventory control is tracking dollars. You will know the dollars you have committed through tracking how much inventory you receive and how much you have on hand. An inventory control system will also tell you what you are selling and when to reorder merchandise or mark it down. It tells you where you stand by answering questions, such as, is your inventory too high or too low, and are you buying the right thing or the wrong item?

Planning and record-keeping are key elements of managing your inventory and ensuring your store's fiscal health. The inventory control method you choose can range from a simple, manual ledger system to an automated system using a personal computer or a minicomputer, with your cash registers linked to the computer for "same day" update capability.

What kind of system is right for you? A general rule of thumb centers



on sales volume. If your annual volume is under \$100,000 and you do not anticipate ever going much higher, a manual system will probably be most cost-effective. If your annual sales are more than that amount, or your growth indicates it, an automated system is almost a must because of the number of transactions involved and the number of items sold.

GETTING STARTED—PLANNING

If you are starting from scratch, it will take about seven months before you are ready to begin your inventory control system. Why? You need to develop a plan first. Without one, you are just flying by the seat of your pants, and to plan future sales—and inventory—adequately, you must have a record of what you have been selling.

So, keep a seven-month record of your sales. Plan your beginning monthly inventories for the same time frame/months next year by dividing your total sales for the seven months by one-half of the annual inventory

turnover you desire. The result is an average monthly beginning inventory at retail.

The obvious missing link in this calculation is how many times a year you expect to turn your inventory. There is judgment involved in setting this goal, but a good average is planning to turn over your store's inventory five times in a year.

The next step in your planning process is to develop a monthly "open to buy" cash flow. Here's how: Start with the first month's beginning inventory at retail and subtract the first month's planned sales to find out how much inventory you will have left at the end of the current month. Subtract that ending inventory from the planned beginning inventory for the next month. This figure is how much inventory you must bring in to replace merchandise you sold. It is what we call the "open to buy" for the current month.

TRACKING YOUR SALES

You have done your planning, and your manual system is operational. Tracking each month's sales against the plan you developed now becomes the key. At one time or another, we all have heard that planning is a dynamic process; tracking your actual sales monthly can change your plans for the following year.

When you track sales, record your beginning inventory—what you had on hand to sell. Track your ending inventory against the next month's planned beginning inventory. Then, recalculate your "open to buy"

amount using the actual beginning-inventory figure instead of the planned figure you developed earlier.

In general, following this formula will give you good control over your inventory dollars. But the reality of day-to-day store operations complicates the task.

For example, you must take order and delivery time into consideration. In most cases, you order specific merchandise months before it appears on your shelves. This is particularly true with holidays and special-occasion merchandise.

Ordering Christmas cards in December will not get them on your shelves in time. So, take into account the lag between order and delivery, and the time when you want the inventory to peak, when planning inventory.

In some departments, you might mix normal stock with seasonal or holiday. For instance, you may have Valentine candy and regular candy in one department. How do you track the sales to plan for next year?

Let's say you sold \$6,000 worth of candy in February. You know you ordered \$3,000 of Valentine candy, and there is none left. So, you sold essentially all of your Valentine merchandise.

For next year, if you sold out early, plan to increase your inventory somewhat. If you sold out on time, plan just a small stock increase for growth. If, contrary to the example, you did not sell out, plan to pull back on your inventory.

You will encounter other areas where profitability improvements may be possible as you get into the intricacies of inventory planning and control.

For example, in a broad sense, let's say you have \$10,000 of stock. You sell \$2,000 per month, which means you have a four-month supply remaining. Is that good or bad? Do you want to tie up your money for that long? If you can get delivery in a month, why not cut back to a 60-day supply. Perhaps you should consider a

buying freeze until, by tracking your sales, you reach a 60-day level.

AUTOMATION?

If you need a more detailed control system, consider a good point-of-sale computer software package. There are good and bad packages out there. Shop around and choose one that will give you the service you need.

Choose a system that will grow with your store; consider your current and anticipated sales. One way to do it is to look at your store as a family and your inventory control system as the family transportation. Will a bicycle—a manual system—meet your needs or do you need to move up to an economy car—an automated system using a PC tied to the cash register, with a limited software package containing sales and inventory control?

Or, if you have multiple stores, you might consider a bus, which could be a minicomputer with on-line capabilities and full functions, such as sales, inventory, accounts receivable and payable, payroll, and the like. Or, maybe you need a midsize that consists of a PC with larger memory, communications capabilities, and a software package that allows sales and inventory to be interactive.

Subject to your needs and the resources available to you, you want a system that ties everything together. Look for a system that does everything you need so you avoid having to purchase different software and avoid manual work that is needed to supplement the software's capabilities. Look for something that tracks sales and inventory and gives you a history of both. Look for a package that allows you to have accounts receivable and payable.

How does the system track? If by dollars, does it carry the tracking down to the individual-item level? Conversely, if it tracks to the item level, will it also give you consolidated totals? Both details and

an overall view of how your store is doing are needed.

Remember too, a first-class automated system that produces first-class information that is not used is a waste of time, money and effort.

Choosing an automated system is a significant decision. Consider your needs and planned growth. Consult with your company's information services/computer staff. Contact other employee stores for opinions. Attend trade shows and visit organizations using a system you are considering.

BOTTOM LINE

Manual or automated, the inventory control system you use will be only as good as you make it. The effort you put into planning what you want it to do is directly related to the quality and control it will give you.

And, you must learn to use the information a system gives you. Is there merchandise selling faster than you planned? How much should you reorder? Is the merchandise category producing the expected profit? If something is selling slower than planned, should you mark it down? What price points are selling best or worst, and how will this influence your purchases for the future?

There are many more management concerns which an inventory control system, combined with your professional skills and judgment, will answer for you. Producing the required planned sales from a lower-than-planned inventory will give you a more efficient and profitable store.

In the end, you can profit from using the information your system gives you to better control your inventory, or your inventory may control you.

Lyn Heffernan is company store manager, as she has been for the past 10 years, of USAA, San Antonio, Texas.

Mike Maroney holds the position of USAA Company Store assistant manager, as he has for the past 13 years.

Travel Glossary

A

AIRLINE CLASSES OF SERVICE

Any of a variety of terms used to express a particular type of aircraft cabin service. The class varies with types of compartments, seating comfort, and amenities. There is considerable variation among airlines especially between long-range international and domestic services. The class of service is usually denoted by a reservations/ticketing code which also relates to the fare.

Standby—Heavily discounted and conditioned fares offered by a few carriers to those willing to risk displacement at any time prior to departure by others who seek transportation at any other recognized fare.

Advance Purchase Excursion—The "APEX" fare is a heavily discounted excursion fare available on many international routes. Comparable fares exist for North American routes. Reservations and payment required well in advance of departure with varying penalties for cancellation.

Excursion—These individual fares virtually always require that round-trip travel be completed within specific maximum/minimum time limits. They are usually conditioned in other ways, depending on the airline or route in question.

Group—These fares offer discounts from regular fares for groups of varying minimum sizes in selected markets. They have various conditions and usually require round-trip travel within a specified time limit.

Tour-Basing—These individual fares



are heavily and variously conditioned and available only on specified routes. All tour-basing fares require the advance purchase of a land package.

Visit USA—These individual fares are available only to foreign visitors on many major airlines. They offer unlimited travel at a flat rate within a specified time period or a discount from regular fares for point-to-point travel. Conditions are heavy and vary from carrier to carrier.

AIR-SEA—An adjective describing a cruise or travel program in which one or more transportation legs are provided by air and one or more by sea. Sometimes called fly-cruise. Often combined with a hotel arrangement.

AIR TAXI—Operates nonscheduled, charter, or "on demand" service.

ALL-EXPENSE TOUR—A tour offering all or most services—transportation, lodging, meals, portage, sightseeing, etc.—for a pre-established price. The terms "all expense" and "all inclusive" are often misused. Virtually no tour rate covers everything. The terms and conditions of a tour contract should specify exactly what is covered.

ALL-INCLUSIVE—See All-Expense Tour.

ALL-SUITE HOTEL—Pioneered in the 1970s, all-suite hotels usually combine a separate bedroom with a living room that includes conference space with desks, chairs and table plus a kitchenette. They are often popular with business travelers and families.

AMERICAN-PLAN—A hotel rate that includes lodging accommodations and three meals. See Modified American Plan. Available (or Availability)—Connotes a conditional status: "Space available," for example, means "if the space is available."

B

BACK-TO-BACK—Describing a program of multiple air charters between two or more points with arrivals and departures coordinated to eliminate aircraft deadheading and waiting—that is, when one group is delivered at a destination, another is ready to depart from that point.

BAGGAGE ALLOWANCE—That weight or volume of baggage that may be carried by a passenger without an additional charge.

BAGGAGE LIABILITY—The legal limits of a carrier's liability for checked baggage as determined by tariff regulations, federal laws, state laws, or a passenger's declaration of value.

BED-AND-BREAKFAST (B AND B)—Overnight accommodations usually in a private home or boarding house, often with either a full,

American-style breakfast or Continental breakfast included in the rate.

BERMUDA PLAN—Hotel accommodation with full American-style breakfast included in the rate. Also known as Bed-and-Breakfast.

BULKHEAD—Seats at the front of a cabin facing a wall.

BUMPING—Removing a confirmed passenger from a full flight to make room for a passenger with higher priority.

BUSINESS CLASS—Class of airline service between First Class and Economy Class with special amenities for business travelers.

C

CHARTER FLIGHT—A flight booked exclusively for the use of a specific group or groups (see Split Charter) of people who belong generally to the same organization(s), or who are guests of a single host, or who are traveling on an inclusive tour charter program. They may be carried out by scheduled or supplemental airlines. See also Single Entity Charter.

CIRCLE FARE—A special fare, lower than the sum of the point-to-point rates established for a circle trip.

CIRCLE TRIP—A journey with stopovers that returns to the point of departure without retracing its route. Travel from Point A with stops at Point B and C and returning to A is a circle trip, if Point B is off the regular route between Points A and C or Point C is off the regular route between Points A and B.

COMMERCIAL RATE—A special rate agreed upon by a company (or other multi-purchaser) and a hotel or car rental firm. Usually, the hotel or car rental firm agrees to supply rooms

or cars of a specified quality or better at a flat rate.

COMMUTER AIRLINE—Airline connecting small communities with large airports.

CONCIERGE—The individual or desk (conciergerie) in a hotel that attends to guests' needs.

CONDITIONS—The section or clause of a transportation or tour contract that specifies what is offered to the purchaser. A conditions clause often specifies what is not offered and may spell out the circumstances under which the contract may be invalidated in all or in part.

CONTINENTAL BREAKFAST—At a minimum, a beverage (coffee, tea or milk) rolls or toast. Sometimes includes fruit juice. In Holland and Norway, it may include cheese, meat or fish.

CONTINENTAL PLAN—A hotel rate that includes bed and continental breakfast.

CONVENTION AND VISITORS BUREAU (CVB)—Nonprofit organization supported by transient room taxes, government budget allocations, private memberships or combination of any of these funding mechanisms. A representative typically encourages groups to hold meetings, conventions, and trade shows in its city, assists those groups with advance preparation and attends meetings and promotes tourism.

D

DEPARTURE TAX—Fee collected from a traveler by the host country at the time of departure.

DEREGULATION—The termination of U.S. government control of domestic air commerce activities.

DIRECT FLIGHT—A journey on

which the passenger does not have to change planes (not necessarily non-stop).

DISCOUNT FARE—A fare for transportation that is less than the full published tariff for a carrier's route, and is generally incumbent upon certain stipulations regarding the purchase and/or travel.

DOUBLE—Loosely, any hotel room for two persons, more specifically, a room with a double bed. A room with two small beds is a twin.

DOUBLE-OCCUPANCY RATE—The price per person for a room to be shared with another person. The rate most frequently quoted in tour brochures.

DOUBLE ROOM RATE—The full price of a room for two people.

DUTY-FREE IMPORTS—Item amounts and categories specified by a government that are free of tax or duty charges when brought into the country.

E

ECONOMY FARE OR SERVICE—In U.S. domestic airline operations: Passenger carriage at a level below Coach service. In international operations: Carriage at a level below First Class.

ESCROW ACCOUNTS—Funds placed in the custody of licensed financial institutions for safekeeping. Many contracts in travel require that agents and tour operators maintain customers' deposits and prepayments in escrow accounts.

EXCURSION—Journey where the traveler returns to the original point of departure.

EXECUTIVE COACH—A luxury motorcoach with seating of 25 or less

which can include such amenities as TV, galley, wet bar, card tables, etc.

F

FAM (FAMILIARIZATION) TRIP OR TOUR—A complimentary or reduced-rate travel program for travel agents and/or airline employees that is designed to acquaint them with specific destination or destinations to stimulate the sale of travel.

FAMILY PLAN—A discount schedule offered by hotels, resorts, and Amtrak to second and successive members of families who travel together.

FIRST-CLASS FARE OR SERVICE—In air, rail, and sea travel, the most luxurious and expensive way to go.

G

GATEWAY—City, airport, or area from which a flight or tour departs.

GATEWAY CITY—City with an international airport.

GUARANTEED PAYMENT RESERVATION—A hotel reservation secured by the guest's agreement to pay for his or her room whether he or she uses it or not. Payment is usually guaranteed by a company, travel agent, or tour wholesaler who has established credit rating with the hotel, or is charged to an individual guest's charge card.

GUARANTEED TOUR—A tour guaranteed to operate unless canceled before an established cutoff date (usually 60 days prior to departure).

H

HOSTEL—An inexpensive, supervised lodging particularly for young people.

HOSTELRY—An inn, by extension, any accommodation that provides food and/or lodging to travelers.

HOTEL CLASSIFICATIONS—

The following designations are generally understood throughout Europe, and to an extent, the world. There is neither an official nor generally accepted rating system for U.S. hotels.

Budget—Budget hotels and motels are reasonably priced accommodations and are the fastest growing segment of the U.S. lodging industry. In general, they provide a room with a bed, TV, telephone and shower, as well as free parking. They often do not have room service or a restaurant.

Deluxe—A top-grade hotel, all rooms have private bath, all the usual public rooms and services are provided; a high standard of decor and services is maintained.

First-Class and Luxury—Many luxury hotels in the U.S. exist in large cities, offering special services to the business and leisure traveler. A U.S. first-class hotel offers, for example, first-rate restaurants, banquet and conference rooms, valet service, room service, cable TV, and complimentary morning newspapers.

Moderate—These hotels account for nearly three-quarters of available U.S. hotel rooms. They have an on-site restaurant, bar, and perhaps conference rooms, as well as the basic service.

Tourist (Economy or Second-Class)—Budget operations, few or no private baths; services may be very limited.

I

INCLUSIVE TOUR—A tour in which specific elements—air fare, hotels, transfers, etc.—are offered for

a flat rate. An inclusive tour rate does not necessarily cover all costs. See All-Expense Tour.

INITIAL CARRIER—The first carrier transporting a passenger or baggage on an interline movement.

INVOLUNTARY UPGRADE—Airline moves passenger to higher-priced class at no charge.

ITINERARY—The travel schedule provided by a travel agent for his or her client. A proposed or preliminary itinerary may be rather vague or very specific. A final itinerary, however, spells out all details—flight numbers, departure times, etc.—as well as describing planned activities. It should be delivered shortly before departure.

J

JUNIOR SUITE—A large hotel room with a partition separating the bedroom and sitting area.

L

LANAI—A room with a balcony/patio that is close to, or overlooks water or a garden.

LOAD FACTOR—Average number of seats occupied.

M

MODIFIED AMERICAN PLAN—A hotel room rate including breakfast and either lunch or dinner.

O

OFF-PEAK—In reference to a fare or a hotel rate, other than the period(s) that are usually busiest.

OPEN JAW—Any trip essentially of a round-trip nature, but where the

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JUNE 5-11, 1989



passenger returns to a different point from the point of origin or departs for the return trip from a point other than the original destination.

OPEN TICKET—Ticket, valid for transportation between certain points, indicating no specific reservation.

OVERBOOKING—(1) The practice by a supplier of confirming reservations beyond capacity in expectation of cancellations or No Shows; (2) the same occurrence due to error; (3) any reservation(s) dishonored because of lack of space.

OVERSOLD—Number of confirmed reservations exceeds number of seats on the aircraft. Also called "overbooked."

P

PEAK FARE, RATE, OR SEASON—On many carriers and at many destinations, the highest level of charges assessed during the year.

POINT-TO-POINT—Covering basic transportation only. A point-to-point fare is the basic rate from one city to another; a point-to-point sale covers only the cost of the ticket.

PROMOTIONAL FARE—Any tariff below regular levels established to stimulate traffic, particularly at times when the carrier is not busy. Promotional fares are almost always round trips and are always restricted in one way or another. They may be good only at certain hours, on certain days, or in certain seasons. They may be good within certain time limits. As a general rule, the cheaper the fare, the more numerous the restrictions.

R

RACK RATE—The official tariff as established and posted by a principal; however, it is not usually used

by tour operators.

RAILROAD CLASSES OF SERVICE AND FACILITIES—U.S. and Canada.

Amcafe—The food and beverage section on an Amfleet train.

Amclub—First class car or service on an Amfleet train.

Amcoach—Coach car or service on an Amfleet train.

Amfleet—Amtrak cars, first used in 1975 in the Northeast Corridor and designed originally for corridor use but later redesigned for some long-distance operation. Amfleet replaced older types of cars.

Bedroom—Sleeping compartment for two; separate toilet and basin.

Bedroom Suite—Two adjoining bedrooms with wall between removed, providing space for maximum of four.

Club—First-Class car on Metroliner Service or Amfleet train.

Coach—Reserved and unreserved seats.

Custom Coach—Reserved seat on Amfleet or Turboliner train.

Metroliner Service—High-speed electrically powered, premium service, extra-fare trains operating between New York and Washington, D.C.

Reserved Coach—Assigned two-abreast reclining seats, mostly for long-distance trains (except, see Metroliner Service).

Roomette—Comfortable bedroom for one, with toilet and basin.

Sleeping Car—A car outfitted with private rooms for overnight travel.

Slumbercoach—A private room, which converts to a bedroom for one

passenger, somewhat more compact than a roomette with private toilet facilities. Some are equipped with upper and lower berths for accommodating two passengers.

Superliners—Double-decker long-distance passenger trains used by Amtrak between Chicago and destinations to the West. Superliner cars come as coaches, diners, sleeping cars, and cafe-lounges.

S

SHOULDER FARE, RATE OR SEASON—On some air routes and at a few hotels, a price level between that charged during the low season and the high season. In the Caribbean, however, rates during the shoulder seasons (spring and fall) have at times been at the year's lowest level.

SINGLE—Any facility or reservation to be used by one person.

SINGLE ENTITY CHARTER—An air charter sponsored and paid for by a single person, company, or organization. None of the passengers may be charged for any of the travel involved.

SLEEPERETTE—A modified first-class seat used on some airlines which reclines to an almost horizontal plane.

STANDARD TICKET—An air ticket issued by travel agents valid for travel on ARC-member and other designated airlines.

STATEROOM—A sleeping room on a ship; may imply more luxury than a cabin.

STOPOVER—The act of leaving (or right to leave) a flight for an indefinite period (usually 24 hours or more). Promotional fares often include stopover surcharges, limit the number allowed, or forbid them altogether.

STUDIO—A hotel room with a

NEW MEMBERS

WELCOME

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Lakewood, CO

Publishers Direct of Detroit
Troy, MI

Quarker Chemical Corp.
Detroit, MI

Ralston Purina Company
St. Louis, MO

Raritan River Steel Co.
Perth Amboy, NJ

Ready Pac Produce, Inc.
Pasadena, CA

Robbinsdale Schools #281
New Hope, MN

Rochester Avon Recreation
Authority
Rochester, MI

R.R. Donnelly & Sons
Gallatin, TN

SAMI/Burke
Chicago, IL

Select Hotel Management, Inc.
Ann Arbor, MI

Sinai Hospital of Detroit
Detroit, MI

SGV Public Schools Credit Union
El Monte, CA

Social Security/OHA-Empl.
Activities Assn.
Arlington, VA

Southwest Medical Care
Middleburg Heights, OH

St. Joseph Hospital
Flint, MI

Suburban Water Systems
La Puente, CA

Syntex Chemicals, Inc.
Boulder, CO

System One
Miami, FL

Teac Corp. of America
Montebello, CA

Telephone Pioneers of America

San Diego Council
San Diego, CA

Texas Instruments
Midland, TX

Textron Lycoming
Greer, SC

The Baker Financial Group
Southfield, MI

Tobin & Associates
Rochester, NY

Tu Electric
Glen Rose, TX

Unisys Corp.-Plymouth Plant
Plymouth, MI

Unitex Corp.,/3M
Monrovia, CA

University of Maryland
College Park, MD

The University of Mississippi
University, Mississippi

University of Tennessee Medical
Center
Knoxville, TN

Vagabond Inns
San Diego, CA

Veterans Admin. Employees Assn.
Washington, DC

Veterans Admin. Medical Center
Washington, DC

Virginia Mason Medical Center
Seattle, WA

Walter Reed Army Medical Center
Washington, DC

Wartburg College
Waverly, IA

Wendy's
Cortland, NY

Wentworth Institute of Technology
Boston, MA

William Beaumont Hospital-Troy
Troy, MI

WKR Associates
Northbrook, IL

XEL Communications, Inc.
Aurora, CO

Travel Continued

couch or couches that convert into beds. Thus, a studio may be used as a parlor or a bedroom.

T

TIME SHARING—A condominium concept whereby clients purchase use of an apartment for the same brief period each year.

TOUR LEADER—Strictly speaking, a person with special qualifications to conduct a particular travel group, i.e., a botanist who conducts a garden tour. Often, however, used inaccurately to designate a courier.

TOUR OPERATOR—A company that creates and/or markets inclusive tours and/or performs tour services and/or subcontracts their performance. Most tour operators sell through travel agents and directly to clients.

TRANSFER—Local transportation and portage as from one carrier terminal to another, from a terminal to a hotel, or from a hotel to a theater. The conditions of a tour contract should specify whether transfers are by private car or motorcoach and whether escort service is provided.

TWIN—Room for two guests with two single beds.

TWIN DOUBLE—Room for two, three, or four people with two double beds.

U

UPGRADE—To move to a better accommodation or class of service.

V

VISA—Permit, recorded in a passport, to enter a country for a specific purpose.

Conquering Athletic Injuries

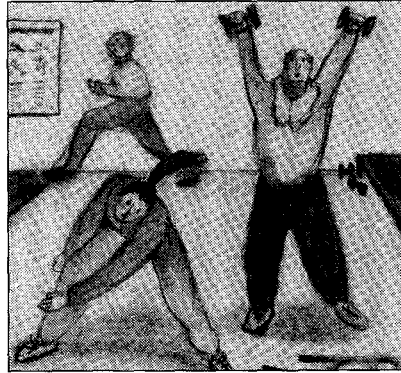
by Susan Kalish

Have you ever had an employee come to you with a nagging muscle ache and ask you what to do about it? Or, possibly a pregnant athlete has asked you where she can find a sports-oriented obstetrician? Or have you ever wanted a professional to speak to your members about the benefits of exercise but did not know whom to ask? Well, if you are bombarded with questions such as these, you have a friend who can help you.

It's the American Running and Fitness Association (AR&FA). Founded in 1968 by the then-Surgeon General of the Air Force, AR&FA is a nonprofit educational organization, the goal of which is to help people learn about the benefits of exercise as well as to help people who exercise regularly stick to their program. AR&FA brings together the knowledge of more than 5,000 sports medicine professionals...doctors, trainers, coaches, nutritionists, instructors...with the needs of athletes and would-be athletes.

Almost 18 million Americans develop sports injuries each year, spending up to \$10 billion for treatment in sports medicine centers and clubs. While this bill is much smaller than the price people pay for sedentary lifestyles, it's still too high. ES&R managers who are responsible for health promotion and fitness programs will find that learning how to advise employees regarding sports injuries is valuable.

It's impractical and expensive for your employees to go to a doctor for every ache or pain they get from exercise. The good news is, however, that many sports-related injuries can be treated without the need to see a doctor. For a successful exercise program, know when to tell employ-



ees to treat an injury at home and when to see a doctor.

Injuries can be broken down into two groups—acute traumas and overuse syndromes. An acute trauma (such as a broken bone) requires immediate professional attention. However, an overuse injury, which results from small traumas repeated over a long period, may respond well to self-treatment.

To prevent serious problems, you must take early notice of injuries as they develop. By instructing your employees to listen to their bodies, treating injuries early, preventing an injury from recurring, and learning when an injury requires professional help, you will help them have a successful, lifelong fitness program.

Learn to recognize injuries as they develop. One sign of a developing injury is inflammation, which results in localized pain, heat, redness, and swelling. When it is severe, inflammation may make it difficult for employees to use the injured part of their body. Although the initial tissue damage occurs during a workout, it takes time for the body's chemical reactions to make inflammation occur. For this reason, employees may not feel pain from an overuse injury until a few hours after exercise or the next morning. Unless controlled, inflam-

mation may continue to get worse for 24 to 48 hours.

How can you tell if an injury is serious enough to keep a person from exercising? If an employee begins to feel pain or tenderness in an area, have him/her stop exercising and immediately start treating it. For an obviously severe injury, such as a possible broken bone or a deep cut, standard first aid should be administered and then professional help should be sought immediately.

When program participants feel pain, it usually is caused by excessive stress or overuse. This stress can be due to an old injury, to a biochemical imbalance, or simply to overtraining. If they have an overuse injury, they can try to self-treat it with a basic plan that includes the following three steps:

- First, reduce or stop the stress that is causing the injury.
- Then, reduce inflammation, thus encouraging the natural healing process.
- Finally, correct any factors that may cause an injury to recur.

To lessen the stress that is causing an injury, employees must reduce or stop their workout. The level of pain and when it occurs will determine how much they should cut back.

If the pain is severe, occurs at the start of exercise, and continues throughout exercise, have them stop exercising and see their doctor. If pain is present at the beginning of the workout, but lessens and does not return until a few hours later, reduce the intensity of the workout by 50 percent until the pain subsides. If this does not help, exercise should be done only every other day. This gives the inflammation time to subside before the body is stressed again. Once the pain is gone, the person can return to his/her normal workout.

NESRA PUBLICATIONS

Program Growth Ideas— 2nd Edition (New)

This 2nd Edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much more.

Member Price—\$20.00
Non-Member Price—\$30.00

An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

Member Price—\$20.00
Non-Member Price—\$26.00

The Best Child-Care Option For Your Employees (New)

This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95
Non-Member Price—\$11.95

Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

Member Price—\$20.00
Non-Member Price—\$40.00

Employee Services Management Magazine

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

1 year—\$30.00
2 years—\$50.00
3 years—\$70.00
Add \$5.00 (U.S.) per year for foreign subscriptions.

Recreation Trends Toward the Year 2000 (New)

This data based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

Member Price—\$20.95

Standard Sports Areas

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00
Non-Member Price—\$10.00

Motorola's Recreation Manual—New Edition

A comprehensive, 238-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00
Non-Member Price—\$40.00

The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—\$3.00

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If only mild pain is experienced at the beginning of the workout and is present only for a short time afterward, the intensity may need to be reduced only by 15 to 20 percent. To avoid losing conditioning, they should substitute other aerobic activities that put less stress on the injured area. For instance, if a participant has knee pain from running, s/he can swim or bike to stay in shape, while giving the knee a chance to heal.

Reducing inflammation speeds the healing process. Simply reducing the activity level is not enough, however. The next step is to reduce inflammation. Wrap ice in a towel and place it on the injured area for 15 minutes (but don't let it get numb), three times a day. Also, take anti-inflammatory medication, such as aspirin or ibuprofen, regularly as long as the area is painful.

After a couple of days of ice therapy, you can encourage the healing process by soaking the area in warm water or whirlpool, wrapping the injured area in a heating pad, or gently massaging it.

Try to prevent future injuries. After trying these conservative treatments, look for the cause of the injury. If the cause of the injury is not corrected, it will recur.

One common cause of injuries is the overdevelopment of certain muscle groups. All muscles work in pairs. For example, quadriceps (the muscles in front of the thighs) extend the knee, while the hamstrings (the muscles in back of the thighs) flex the knee. Many sports put a greater demand on the hamstrings; as a result, they may become stronger and tighter than the quadriceps. This muscle imbalance increases your risk of a knee injury. To treat a muscle imbalance, stretch the tight muscle groups and strengthen the weaker ones.

Another cause of injuries is a biochemical abnormality. This may include a leg-length difference, bowleg, curvature of the spine, or excessive pronation. These conditions can reduce the efficiency of your movements and make you more prone to injury. It is possible to compensate for most of these problems by

wearing different shoes, putting wedges or orthotic devices in your shoes, or on some occasions, by having surgery.

Biochemical forces also can contribute to injuries. They include always running on one side of the road or in the same direction on a circular track. When you do this, you put more stress on one leg than on the other.

Also, shoes that are worn out create abnormal biochemical forces on your body. (If your shoes have more than 500 miles on them or if they lean to one side when sitting on a table, get new ones.) Riding a bike that is the wrong size or that has a poorly adjusted seat can cause injuries too. Playing basketball on an asphalt surface puts more stress on your knees and feet than playing on a wooden floor. Continually doing high-impact aerobic dance places repeated stress on certain parts of the body. If any of these situations occur frequently or are severe, participants develop recurring injuries; therefore, you need to correct the problem to prevent future injuries.

With a basic treatment plan many overuse injuries can be treated effectively. But remember, if improvements are not evident after two or three weeks of self-treatment, advise employees to see a sports medicine professional.

For more information about self-treating sports injuries, read *Conquering Athletic Injuries*, a new book by the American Running and Fitness Association (AR&FA) that is filled with reliable and practical sports medicine information. Experts from AR&FA describe in clear language how overuse sports injuries occur, how to recognize and self-treat them, when to seek professional help, and how to prevent future injuries. Its special indexing helps people find out what ails them by location of pain or name of injury. The book will be available in bookstores in the spring, but you can get your copy now through AR&FA (\$19.95 for the public; \$14.95 for AR&FA members).

Susan Kalish is executive director of the American Running and Fitness Association, Bethesda, Maryland.



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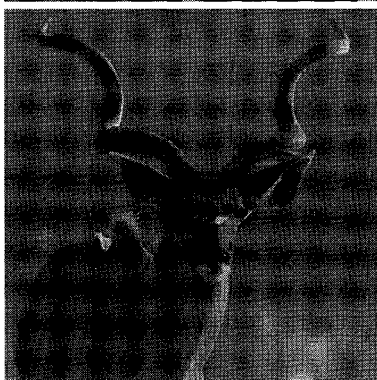
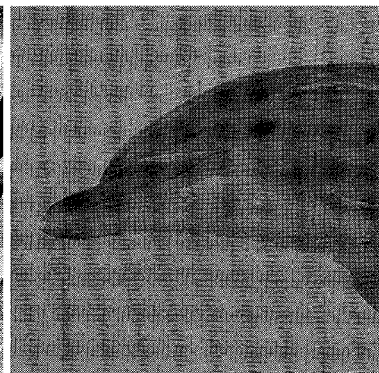
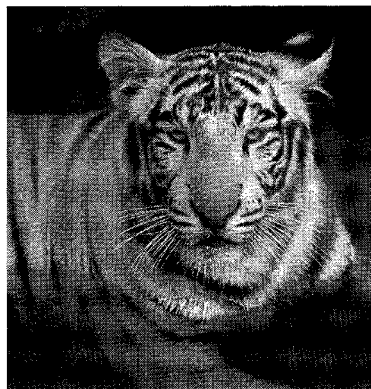
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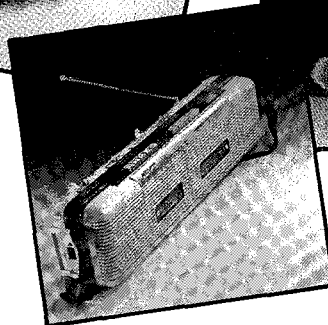
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Think of your organization and personal life as a kaleidoscope--a succession of changing phases or actions, a variegated pattern or scene. Imagine how each pattern is more intricate than the next, and realize that you have the ability to make each phase of your life more fulfilling than the one before. Read this month's cover story, "Managing Change: A Kaleidoscope of Possibilities," for an overview of the process used to effect change. The article provides four dimensions of change and tells how to manage these phases to accomplish such tasks as creating a full-time employee services and recreation professional or staff in your organization.

Have you ever felt that sinking feeling when a group of employees have been disappointed and you were either directly or indirectly responsible? Turn to "NESRA Members Confess" to learn from past programming blunders, as others in the field tell all.

Are you looking for justification data to prove that recreation programs produce bottom-line results? Read this month's case study, "A Comparison of Employee Recreation and Fitness Program Benefits," which shows that recreation programs are equal to fitness programs in the benefits they offer.

Also in this issue, find out why John Lewis, chairman and chief executive officer of Amdahl Corporation supports ES&R programs as ESM interviews the 1989 Employer of the Year.

And don't miss this month's travel department which addresses the segmented hotel industry; the Employee Store column, which discusses attraction tickets; and the Health Promotion Update, which reveals the potential of recreation and health programs.

NEXT ISSUE

- SCREENING DISCOUNT SUPPLIERS
- ES&R AND PR: THE PERFECT FIT
- EMPLOYEE SERVICES AS A RECRUITING TOOL

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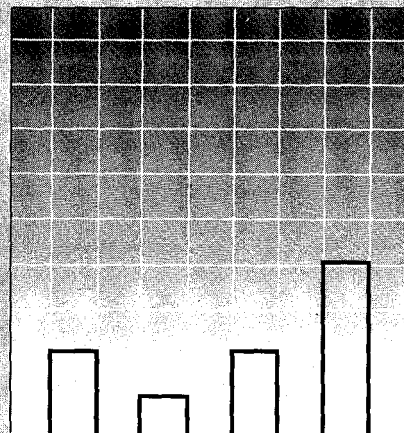


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Older Workers

There is very little difference between the performance levels of the young and the old, reports The Conference Board. Recent studies reveal that older workers have considerably lower turnover rates than younger workers.

One human resources executive suggests, that when firms encounter a choice between two candidates equal in all other aspects, they may benefit more from hiring a 45-year-old than a 25-year-old. He also says, "Older workers tend to be more satisfied with work that is inherently interesting, requires significant attention to detail, and involves responsibility." While younger workers are often motivated to leave a company for monetary rewards, older employees value the benefits of continued job growth and a wide variety of assignments.

In the next year, 44 percent fewer 18-to 25-year olds will be entering the workforce than in 1979. This decline in youths will cause companies to look to other age groups to fill the gap. Companies can benefit from mixing young and old workers together because "older people have a strong work ethic and serve as positive role models for younger people within the organization."

In the past, the government and other companies hesitated developing training and other programs to develop work options for older people because they believed the myth that older people are "well-off."

Changes in Financial Planning

With health care costs rising, baby boomers must begin financial planning now to avoid going broke in their old age, reports *American Demographics*.

Baby boomers should be informed of the following factors threatening their financial security:



- trends toward longer life expectancy
- an increasing risk of suffering long-term disability in old age
- evolving work patterns
- new family norms

These factors suggest that baby boomers will need more money than the previous generations required in their retirement.

Companies offering financial seminars may wish to focus on informing their employees between the ages of 25 and 43 of the importance of developing new financial habits now to avoid the poorhouse in their old age.

This group faces a potentially large need for long-term health care.

Medicare will provide protection for older people against the financial consequences of acute illnesses and employer-paid health insurance augments that protection for many retirees.

Even though Social Security will offer a minimum level of retirement income for all, and many baby boomers will collect from private pensions, few people have financial protection against increasing the risk of experiencing long-term disability due to old age.

Usually the money needed for such care comes out of the older person's funds, which usually run dry quickly. Medicaid will offer some help, but the family must exhaust their funds first.

In cases where companies offer long-term care insurance, the coverage is limited and may not cover

Alzheimer's disease and dementia.

A recent study by the United Seniors Health Cooperative estimates 60 percent of people with nursing home insurance receive no benefits because of policy restrictions. Among the policies examined, 77 percent pay for nursing-home care only if the insured person is hospitalized first for his/her condition. However, many people who enter a nursing home do not come directly from a hospital.

Other sources of income may also prove fruitless as Medicare's Hospital Trust Fund is projected to be insolvent by 2011, before the first baby boomer reaches retirement. The Social Security fund is expected to build "surpluses" for the rest of the population after the baby boomers, but its days are also numbered.

Other factors such as increasing life expectancy, dropping retirement ages, changing family norms and evolving workforce also concern baby boomers. While life expectancy is rapidly increasing, the retirement age is also dropping which suggests that people will need more money at retirement than they have in the past.

Family life is also changing. About half of baby boomers' marriages are expected to end in divorce. Therefore, children will become closer to one parent. Father-child relationships usually suffer most as children spend less time with their fathers. A problem may arise when these parents get older and their children don't feel the loyalty to care for them. In the past, the daughter has often cared for ill parents. However, with more women working, few will have the time and the energy to care for their parents.

Some changes regarding insurance coverage need to be made. The government's proposals for long-term care insurance fall in two categories. One proposal calls for an expansion of Medicare or another government program to cover the cost of long-term care, or use tax incentives to encourage employers to provide, or

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individuals to buy, long-term care insurance. Another proposal suggests providing coverage for the first six-months in a nursing home, while another would not provide coverage until after two years.

In all likelihood, the cost of long-term care will be absorbed by a mixture of public and private programs such as Social Security, private pensions, insurance plans, and personal savings.

For all of these things to effectively contribute to these costs, it is necessary for the public to be educated about the risk of needing long-term care and the limitations of Medicare. Americans also need incentives to save their money and insure themselves for long-term care. ES&R managers responsible for preretirement planning programs may find this information useful.

Climate Inquiries

When planning a trip, check other sources besides a temperature/rain map to examine your chances of encountering good or bad weather, suggests *USA Today*.

These maps may be misleading. Although they indicate days of measurable rain, they do not inform you of the severity of the storms.

For more detailed climate information contact these services:

- **WeatherTrak:** This computer controlled service allows you to use your touch-tone phone to get up-to-the-minute data on 235 cities worldwide. Simply dial the access number and enter the country code. You will hear a recording of today's weather and tomorrow's forecast. For more information, send a self-addressed envelope to Airdata, P.O. Box 7000,

Dallas, TX 75209, (800) 247-3282.

- **Travel Weather International:** This service offers a computerized summary (there is a fee of \$12.50 for each report) of general weather patterns, temperatures, sunshine time and precipitation at any specific destination. For more information, contact Travel Weather International, 2505 Camden Glen Court, Roswell, GA, 30076, (404) 442-1390.

- **National Climatic Data Center:** This government agency offers worldwide weather patterns, including rainfall and humidity patterns. Call during workdays from 8 a.m. to 4:30 p.m. EST. Be patient when calling because the center receives about 1,000 calls daily and it can only answer about half. For weather information, call (704) 259-0682.

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Spending Extra Time

Ask yourself the following question: "If you had four extra hours a day, how would you spend them?" Influential Americans say they would learn new things and participate in activities, reports the *Wall Street Journal*.

Influential Americans are those who play an especially active role in their communities and in the nation. If granted extra hours, 50 percent say they would read, 37 percent would participate in hobbies, 35 percent would improve their homes and 31 percent would spend it with family. When comparing these responses to

those of the general public, the top three choices are similar, however, the actual percentages differ. For instance, only 33 percent average Americans would read during extra time, 31 percent would improve their homes, and 27 percent would partake in hobbies. In contrast to influential Americans, who place spending time with family as fourth choice, 26 percent of general Americans would choose to spend this time with friends (family ranked fifth with the general public).

Survey results show influentials are more interested in learning and being active than the average American. While 20 percent say they would spend time taking a course, only 12 percent of the general public say they would do so. Twenty-six percent would exercise or play sports while 21 percent of the general public say they would participate. Fourteen percent of the average Americans would choose to spend the time sleeping compared with 8 percent of the influentials.

Fitness Away From Home

It's no longer necessary for fitness buffs to cast their exercise routines aside when they attend conferences and business meetings because meeting planners now include fitness as part of the agenda, reports *Corporate Health*.

Companies now realize that employees' fitness routines are too important to ignore. These regiments keep employees healthy and productive.

Taking into consideration the pressures managers face to raise productivity and keep costs down, many of them make time for a daily physical exercise routine.

Practicing a daily, unchanging routine gives them a sense of order and security. Therefore, it is important for them to adhere to this routine even when they are away from the office attending a meeting.

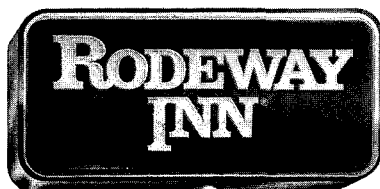
Hotels and other meeting facilities are making it a point to upgrade their fitness facilities. From traditional



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convention hotels in cities and resorts to specialized properties such as convention centers or spas, many are developing and promoting their fitness centers.

These centers offer a variety of amenities such as indoor/outdoor swimming pools, weight rooms, stationary bicycles, racquetball courts, and table tennis. Some centers also feature jogging trails, tennis courts and a golf course.

Meeting planners are recognizing that it takes more than interesting, well-run business sessions to make a successful meeting. They realize it's also important to provide learning and networking opportunities outside the sessions. Thus, meeting planners develop the meeting's recreational component.

In addition to maintaining fitness buffs' routines, some meeting planners take the opportunity to introduce newcomers to exercise.

When an employee takes home a new exercise routine from a meeting, both the company and employee benefit. The employee gains a healthy lifestyle and the company receives a more productive employee.

When planning a fitness program for meeting attendees follow these suggestions:

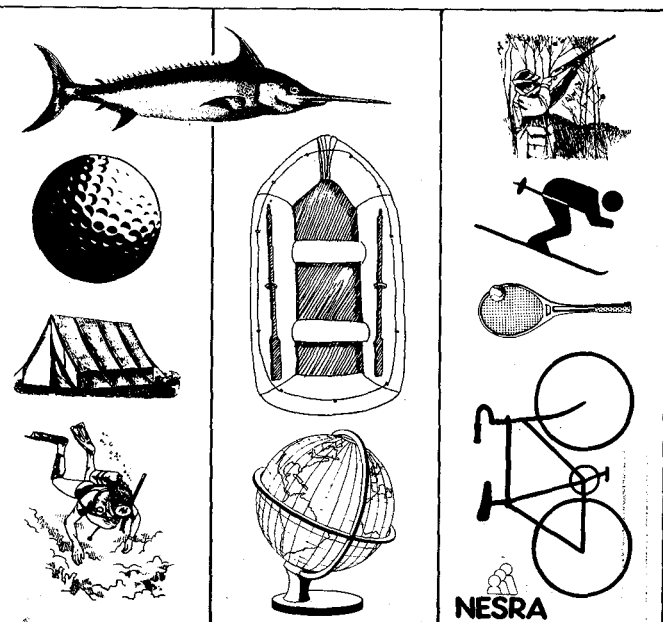
- Check fitness facility availability. Make sure the center can accommodate those who wish to work out early in the morning and late at night.
- Ask about after-hours possibilities. If you ask well enough in advance, a property may staff a facility after hours to accommodate your group.
- Plan group activities. Such activities provide exercise, team-building opportunities and outlets for competitive excitement.
- Consider offering individual, custom-designed programs. If you

inquire about these programs well in advance, a conference coordinator may work with you. This type of an individualized program can be a diagnostic test which evaluates a person's strengths and weaknesses and recommends an exercise routine.

- Show attendees how to correctly use facilities. Advise them to consult trained instructors to explain the correct use of each machine, running track and other facilities.
- Offer nutritional food. Follow-up fitness programs with low-fat, low-cholesterol foods. When meetings run a week or longer, heavy foods can be a deterrent to learning.
- Promote fitness programs. Circulate information regarding these programs before the conference when you send rooming and transportation materials. Also include fitness information in registration packets. Provide attendees specific information explaining when

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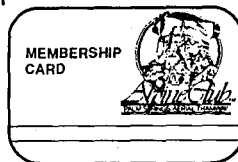
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and where the programs will occur. This way, attendees will be prepared to participate.

Value Employees

Managing employees in the 1990s will require thinking about people as critical tools for competitive advantage, according to a major study on human resource practices by a team of researchers from the University of Michigan School of Business Administration.

The study provides the first and most extensive national database on human resource practices. The research team developed a questionnaire to measure 88 human resource activities. Researchers surveyed 10,300 individuals in 1,200 businesses in 91 diverse companies.

Human resource practices are processes used to manage people.

They include hiring, training, compensating, appraising and communicating with employees. The study shows human resource practices are critical to a company's success, and in some business conditions, gives companies a competitive edge.

In a rapidly changing industry, such as electronics, companies in which executives spend more time on human resource practices are companies that have a higher performance in the marketplace.

Similarly, in industries that depend on complex technology, emphasis on human resource practices gives companies a competitive advantage. Here it is important for employees to see the whole picture of how the company must perform together to achieve success. Human resource practices create and maintain this idea among employees and these programs guide employees to work together towards the same ultimate goal.

The study shows that human resources professionals can attain full partnership in a business if they do three things successfully. First, they must demonstrate a knowledge of the business, including customer relations, competitor analysis, financial management, globalization and production capability. Second, they must be able to deliver world-class human resource practices. Last, they must be able to successfully manage the change process.

Managing change involves creating meaning out of chaos: building long-term relationships based upon trust; and being creative, innovative and visionary in approaches to problem solving.

The following are four established criteria for judging how well a company manages its people based on study results:

- Whether human resource practices help implement the business strategy,

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- Whether they add value to customers outside the business,
- Whether they help create and preserve a shared culture inside and outside the business,
- Whether they help the business respond in the face of change, technological challenges and competitiveness.

Family Programs

Although companies may offer a variety of family benefits to all employees, ranging from parental leave to working at home, immediate supervisors decide who can use them, reports the *Wall Street Journal*.

Companies are discovering the amount of support a manager gives these programs affects not only the employees, but also the corporation.

In some companies where managers do not support these programs, employees feel as though they will jeopardize their careers if

they participate.

Some managers pretend the programs do not exist or they play favorites among employees. Their behavior may be a result of corporate peer pressure or perhaps they are locked in the traditional train of thought regarding families. Employees may find they receive the most resistance from women managers, especially if they struggled to the top without any help handling family responsibilities.

Addressing this problem, one company incorporates "sensitivity" training in their management training program to help supervisors better understand employees' family situations.

Offering family benefits and supporting them, can become a recruiting tool and a factor keeping skilled employees on board.

Another company provides its employees and managers brochures on family-leave options and working

while pregnant, to guide employees through such benefits. The same company is also in the process of creating a supervisors' guide to staffing options for job sharing and part-time work, and is also creating a video for the company's field offices on future demographic changes in the workforce.

Other companies are taking steps to inform managers that the corporate culture is changing. One company is giving its supervisors a 39-page career and family book and an accompanying career and family kit. This material gives supervisors tips on managing various family benefits, such as paternity leave, job sharing, and working at home.

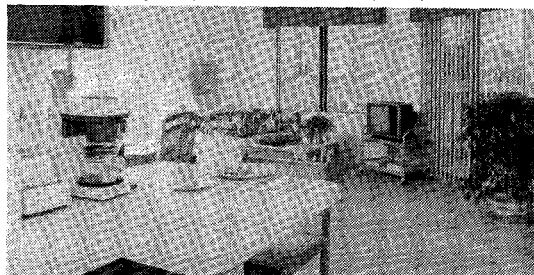
Still another company will produce a booklet which advises managers what the company expects regarding family policies.

Despite all of these efforts, managers may still encounter problems accepting these policies.



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The background of the entire page is a complex, abstract geometric pattern. It consists of various black and white shapes, including triangles, polygons, and irregular forms, arranged in a way that creates a sense of depth and movement, reminiscent of a kaleidoscope. The shapes are layered, with some appearing to be in front of others, creating a three-dimensional effect.

MANAGING CHANGE

Johannes Klinkmueller

A Kaleidoscope of Possibilities

As we grow older, we seem to pay more attention and more time on "being in charge." With far-reaching and fast-paced changes impacting our lives, this becomes more and more difficult. Much has been learned about feeling victimized. In organizations there are people, young and old, who feel disenfranchised: they believe that their fortunes are determined by the changes around them, but that they are powerless to create changes themselves.

I do not remember what prompted me to read Alvin Toffler: "Future Shock" (Random House, New York, 1972) some eight years ago. What I do know is that the book made a significant, lasting impression on me. I can clearly trace my perception of change as a process to Toffler's convincing reasoning of the ever increasing rate of change and the ever increasing impact and relevance of change on our business and personal lives.

I immigrated to this country as an adult in 1955. I was taught and feel comfortable operating predominantly with the left sphere of my brain; the reasoning, rational one. (I am not at all suggesting that it is the better one.) Therefore, I dealt with my new surroundings in America intellectually, not through routines.

The cultural and political diversity of her people is continuously refreshed and accentuated by new immigrants. While Elisabeth, my wife, and I built our lives and raised our children (quite successfully, if I do say so myself) and while I worked many years at Honeywell, Inc., I consciously addressed and developed a rationale for what is holding all of this diversity together. Many of the changes I experienced, I like. Some I don't like.

Thanks to Toffler and my subsequent learning, I understand the changes and can cope with them. To me the changes around us are shaped by two strongly leveraged forces: 1) Business (America's business is business) and 2) "The law of the land" (Legislation and Jurisdiction).

Any endeavor to effect change must keep these forces in mind: The change must be reasoned in business terms; it must be anchored in policies and procedures.

Many ideas and experiences helped to shape and refine my perception of change as a process. The books having the most impact on me were:

- S.I. Hayakawa: *Language in Thought and Action* (Harcourt Brace Jovanovich, New York, 1972)
- John Naisbitt: *Megatrends* (Warner Books, New York, 1984)
- Fritjof Capra: *The Tao of Physics* (Shambhala, Boston, 1975)
- Rosabeth Moss Kanter: *The Change Masters* (Simon & Schuster, New York, 1983)
- Tom Peters: *Thriving on Chaos* (Alfred B. Knopf, New York, 1987)

Through my personal and business experiences I have gained insight into managing this process of change. Using this approach I have effected changes in my environment and myself.

This approach has motivated people in business and social organizations to confidently venture out and effect

"Putting a full-time employee services function in place, having it protected and demonstrably contributing to the bottom line of the operation, will typically take between 12 to 18 months. This should be a priority in every organization."

change in their environments.

This article overviews that approach. (By the way, managing change as a process using your left brain sphere is obviously not the only way to effect change. It is, however, a practical approach for those of us who want to—or feel compelled to—effect change "from below," so to speak.) The ingredients of my recipe are:

- 1) Viewing change as a process which must be managed.
- 2) Creating organizational pull for the desired change at the appropriate time.
- 3) Acquiring and applying the appropriate skills and tools to manage the process successfully.

The blending of these ingredients, to be sure, requires personal resolve and tenacity. The role of a change agent is not a glamorous one. The reward, however, is worthwhile: It is the satisfaction which comes with the knowledge that one has initiated desired change and assured its permanence by making it the new Standard Operating Procedure (SOP).

Not unlike most worthwhile endeavors, the change process often commences with great enthusiasm, rapidly builds momentum sustained by dedicated change agents and then enters its most vulnerable phase shortly thereafter.

It is at this point that many corporate culture change efforts fail. Recognizing the beginning of a downturn and skillfully generating the organizational pull to reverse its direction is the most important aspect of managing change.

If not managed properly the change process dies. You, your change agents, and the organization are worse off than if the status quo had never been challenged: It is more difficult to build on failure, it is more difficult to recruit change agents for the next try, it is more difficult to muster your energy.

Corporate Culture Change, like a quality improvement process, typically matures over a period of five to seven years, if skillfully managed.

Putting a full-time employee services function in place, having it protected and demonstrably contributing to the bottom line of the operation, will typically take between

12 to 18 months. This should be a priority in every organization.

During the "Initiation/Organizational Laissez-Faire" phase, the desired change is conceived and clarified. Hopefully, the organization at large will support the change effort. Often by paying lip-service, sometimes through benevolent neglect. On occasion, the organization at large is not fully aware of the initiative.

Either through deliberate recruiting efforts and/or by chance, like-minded people will gather around, identify with the desired change, and volunteer their time. (We recruited 12 staff years worth of teaching Quality Improvement Process skills at Honeywell without having a single bill for the effort!)

The momentum picks up, the impact on others in the organization appears to increase. Then the first signs of the downturn can be observed: The change agents experience symptoms of "burnout." Managerial behavior reverts back to the old style. Approved funds get cut. (Personal New Year's resolutions get sabotaged: "Oh, just today, I'll skip and make up for it tomorrow!!!")

It is time to initiate and capitalize on organizational pull, to formalize and implement new standard operating procedures to effect institutionalization of the desired change.

PROCESS DIMENSIONS OF MANAGING CHANGE

The process has four dimensions:

- 1) Designing the desired output
- 2) Describing and modifying the environment in which the process is executed
- 3) Defining the boundaries of the process
- 4) Developing and provisioning process variables

DESIGNING THE DESIRED OUTPUT

If the desired change is a return to a previous, normal condition, then the traditional problem analysis tools applied in corrective action are appropriate. If, however, something innovative and new is to be achieved, (the fun part!) then visioning is a useful approach. Visioning is the detailed description, in quantitative terms of a future situation/condition, as if it had already been accomplished.

Brainstorming, a structured group decision-making process guided by a specific task statement and an agreed-upon time-line, often proves to be a useful tool. A skilled facilitator (Nominal Group Technique) will ascertain that:

- a) The desired output is detailed, quantifiable and achievable.
- b) All members of the group view themselves as a team with a common objective.

This is not an individual effort. This is not for the entrepreneurial spirit! This is a team-building experience. The road ahead is bumpy.

If the full-time function of employee services and recreation were the desired output of the process, a group would be assembled to brainstorm the specifics of that desired change. Often there are people in an organization who are demonstrating their interest by investing time and effort on special projects. The after-hours aerobic instructor; the organizer of the annual company picnic; the MC at recognition events; the company nurse who organizes CPR training; the volunteers for United Fund; etc. Those are the recruits for change agents, and they can help in visioning the details. They will be needed to make it happen.

DESCRIBING AND MODIFYING THE ENVIRONMENT

This separates the wheat from the chaff. A successful change agent will always find a match to light and rarely takes the time to curse the darkness. In a healthy corporate culture there will be an abundance of people like that. In an ailing culture they need to be lured out of the bunker. The force-field technique is a powerful analysis and communications tool for this step. It summarizes that existing organizational behavior which tends to resist the desired change and recognizes those existing activities which tend to accelerate the change process (the "drivers").

Force-Field Analysis

Full-Time Employee Services Organization

Current efforts in employee retention	Not in department goals
Current investment in corporate citizenship	No resources available
Current efforts in organizational efficiency	Management not committed
Current efforts in the "humanization" of workforce	Not contributing to profit
Like efforts of our competition	Etc., etc.

ACTION PLANS

An experienced facilitator is needed to assure that:

- a) A realistic assessment of existing leverage points is made.
- b) Group action plans are formulated to minimize the negative impact and to maximize the positive impact to achieve the desired result.

Certainly some of the original leaders of change agents should participate in this activity. This effort benefits greatly from having a managerial sponsor, a managerial adversary and a managerial accountant participate.

There is usually reluctance to subject the desired change to challenge. This, however, is the most promising opportunity to convert the adversaries into supporters. The force-field technique, if properly executed in a group environment, is the right tool to make that happen. Those of us who have tried it have great confidence in its power.

DEFINING BOUNDARIES OF THE PROCESS

A change of perspective is suggested here. Instead of looking at the organization as the traditional top-down pyramid, it is viewed as a network of customer/supplier relationships.

Criss-crossing the traditional organizational template, specific situations or projects activate these customer/supplier relationships. Teams emerge, not unlike in a relay race. Identifying your customers, and in many cases they are internal to the organization, and collaboratively identifying the relevant requirements assists in defining the output boundary of the process. (Where and how and when to pass the baton.)

Understanding your process and knowing the resources available to you will then enable you to define your input requirements. (When, where and what, you specifically need from your supplier.) This exercise will assist in defining the input boundary of your process.

This is a very useful activity when managing change, because it clearly delineates the "value added" by the process you manage. Every change effort consumes resources. At some point in time the person holding the purse strings needs to be convinced of a profitable return on investment.

It is at this phase of the change process that a business payback rationale takes shape. Here is the opportunity to seed the organizational pull which can only be realized if the desired change is viewed by others as a good investment--Not as an expense. Brainstorming and flow charting are appropriate tools to use in this process step.

Delineating the boundaries is really a job analysis in the traditional human resources sense. So it is important to document and retain the work done. From this information it will be possible to structure the employee services department mission and objectives.

One of the customers will obviously be the employees of the organization. A line manager, project manager or an outside agency might be customers. NESRA might be a supplier. Employee services organizations of other companies might be suppliers.

Recognized value added might be a more cost-effective way to deal with nontraditional employee services.

DEVELOPING PROCESS VARIABLES

This process dimension addresses the fact that there is always more than one way to skin a cat. (Not that I have ever tried that!) We, as change agents, often feel so missionary about our cause that we identify early on with an "only way to get there." This attaches significant risk to the survival of the desired change.

Without changing or diluting the outcome of our process, we must spend time and effort to develop and document alternatives of how to get from here to there. Often this step also renders useful insights into the most appropriate phase-in of the desired change.

Innovation transfer, decision criteria and cost/benefit analysis are the most frequently used tools in this process step.

Later on, when we "market" the benefits of our desired change, the display of several well-reasoned and costed-out alternatives significantly increases the probability of getting approval to proceed.

CREATING ORGANIZATIONAL PULL

Success in creating organizational pull and the appropriate timing of it, prevents our curve from continuing its downward trend. Creating this pull has two dimensions: a) marketing the desired change, and b) institutionalizing the desired change.

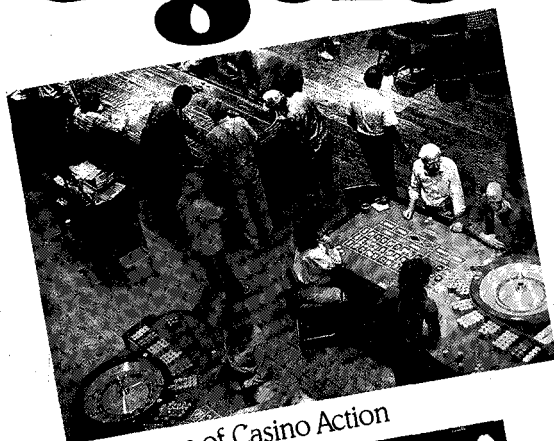
Marketing the Desired Change: Much useful, relevant and detailed information was accumulated in our process steps. It is time to go to market. America's business is business. Our organization's business is business. Marketing communications is the order of the day. It consists of listening, responding and promoting. Listen, selectively if you must, to what your potential customers want. (The force-field technique will have been a good start.)

Respond to those requirements which correlate to your

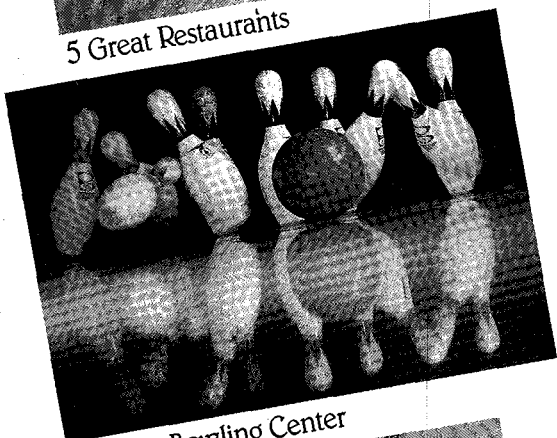
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desired change. And then, as difficult as it might be for some dedicated change agents, promote, promote, promote.

You have documented the quantifiable benefits to a full-time employee services department. You have quantified the value added by such a department. You have specified the department's mission and have developed a set of objectives. You can propose a number of different alternatives on how to put such a department in place with their associated cost/benefit summaries. You have a knowledgeable, dedicated sales force in your change agents.

Traveling presentations to regular department staff meetings, articles in the company newsletter, testimonials from operating management, etc. The quality of your data, the relevance of your mission to the business, your enthusiasm and tenacity and the support of the managers you won over earlier in the process ensure a successful campaign.

Concurrent with your marketing campaign, the force of "the law of the land" must be activated: policies and procedures; annual operating plans; financial month-end reporting; department budgets; executive compensation plans; Management by Objectives; performance appraisals; strategic reviews; etc.

As soon as practical, but certainly no later than you detect that the change process curve turns downward, this "institutionalization" effort should commence. Weld the concept of employee services into the mainstream of the organization. Fuse the required funding into the annual operating plan. Manage and report progress of the employee services department in terms of routine financial reporting disciplines. Incorporate the associated expenses into the standard budget planning and review process as a conventional cost category. Integrate the benefits of employee services with the executive compensation plan, imbed your phased implementation approach into the traditional management-by-objective scheme.

Once employee services, its value added and its benefit to the organization at large is communicated consistently and regularly, once employee services gets reported, like any other established department, organizational pull will take effect. Then, it's easy from here on in.

APPLYING THE APPROPRIATE SKILLS AND TOOLS

Throughout this article we referenced a number of specific tools and skills. Most of them are well known and reside in the organization. In many cases it is only necessary to link each one of them to the change process described above.

Experienced, competent facilitators are needed. More

and more organizations have come to the conclusion that participative management, team building and process observation cannot work without them. Many HR department consultants provide that service. If an organization is serious about effecting change (and that equates to being serious about their survival) they ought to have at least two full-time facilitators on their staff. Group communications and group decision-making skills are the most important ones to make a change process successful.

TRENDS

- Some of the "megatrends" recognized by Naisbitt are:
 - a) From forced technology to high-tech/high-touch,
 - b) From short-term to long-term,
 - c) From institutional help to self-help,
 - d) From representative democracy to participative democracy,
 - e) From hierarchies to networking,
 - f) From either/or to multiple options,
- The increasing role of human resource management in corporate affairs is well known. If nothing else, Section VII of the Civil Rights Act saw to that.
- Six years from now there will be 10 million less teenagers.
- Companies are undertaking remedial training in reading and arithmetic.
- Quality of worklife and job design are current and popular topics.
- American workers under Japanese management are more productive.

The environment is changing rapidly and dramatically. It seems to me, that the environment is about ready to look favorably on the creation of a full-time employee services department. NESRA's role and charter is appropriate and necessary. The potential change agents to make it happen are in abundant supply. The ones still in the bunker can feel safe to stick their neck out. The probability of success, if the process is skillfully managed, is very high. So are the rewards.

Johannes Klinkmueller is a consultant of Managing Change, Acton, Massachusetts.

NESRA MEMBERS CONFESS

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feeling when a group of employees
have been disappointed and you were
either directly or indirectly
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similar incidents.*



Jacqueline Schmaltz
Telephone Recreation Association
Des Moines, IA

Our association planned a picnic at the Sailorville Dam area, where the company had rented a particularly beautiful wooded area. It just so happened that 10 days before the picnic was to take place, a board member decided to check out the area. Much to her surprise, someone plowed the area and it looked like a corn field. She canceled the picnic and, eventually, the association received a refund of its security deposit.

To avoid experiencing another similar experience, I always keep a checklist. Even after everything is booked, I never assume my work is complete.

Every year the association sponsors an Easter Egg Hunt for all the members and their families. One year it rained and snowed the day of the event and the picnic area we rented did not have an enclosed building. A board member offered to pitch a tent so that the Easter Bunny could still pass out candy. Members arrived with their families, and the Easter Bunny was busy talking with the children. Then, the tent collapsed. After assuring no one was hurt, we reconstructed the tent and the festivities continued.

I learned that one must be prepared to deal with any type of weather condition and to check the safety of my facilities.



Diane C. Eichinger
United Power Association (UPA)
Elk River, MN

Every year UPA holds a recognition award banquet for employees with 25 years of service. At the past banquet, we were recognizing four people, including the general manager. As a symbol of our appreciation, we give honorees specially-ordered watches inscribed

with their names and "25 years with UPA." Two days before the banquet, the watches came in with the inscription reading "UPS" instead of "UPA." Fortunately, the vendor sent us new watches and we took them to a jeweler to have the proper inscription engraved.

When ordering awards, be sure to receive them far enough in advance so you will have time to remedy any potential mishaps.



Adeline Boomgaard
HADCO
Deery, NH

In the past, I planned a very popular outing—a shopping spree to New York City for the employees and their families. I arranged the trip with a bus company and I registered two busloads of people to go.

The trip did not get off to a good start. First, the buses arrived two hours late. When they did arrive, the volunteer in charge of paying the bus drivers took the check home with him/her on Friday and did not show up for the trip. Another employee paid the bus drivers \$800 with a personal check. After the bus drivers received their money, we began our four-and-a-half hour trip, making frequent stops, because the bathrooms on the buses did not operate. To make matters worse, at one rest stop, an employee noticed that a bus' baggage compartment must have blown open and half of the strollers inside fell out along the way. Trying to put these mishaps behind us, we continued our trip.

We finally arrived in New York City only to discover that the majority of stores were closed in honor of a Jewish holiday uniquely celebrated in New York.

I loaded up the buses, explained the situation, and relying on my sense of humor, I enthusiastically announced we would instead visit Chinatown (which is always open).

People shopped and dined in the Chinese atmosphere and others

strayed from the group to visit relatives in New York. Although a few employees complained about the day's events, no one asked for a refund of the \$10 fee.

This experience taught me a few things. First, if you need to pay for an event, make sure a few people know where the check is stored and make sure they have access to it. Secondly, make a checklist of who is responsible for what and when. When the bus was five minutes late we should have called the company. Thirdly, if you encounter a problem, do not panic and do not try to hide it. Explain the problem to employees and enthusiastically describe your alternative plan. Try to call upon your sense of humor in these situations.

While working at my previous job at Honeywell Bull, I planned an apple-picking outing upon the employees' request. I organized the event six months in advance. The employees only wanted to pick one type of apple, so I needed to consult orchards to discover which ones grew these apples and what part of the season they should be picked. I booked the bus for a Saturday late in the season (prime time for these apples) and scheduled the outing to an orchard which also offered tours through its on-site winery. Scheduling the event on a Saturday allowed employees to work a half day and then to hop on the bus for a day in the country.

I called every month to check on the status of the orchard. The day before the event, I called and the orchard owner said everything should run smoothly.

The morning of the trip, the orchard owner called me and explained that a problem had arisen. Five busloads of people made an unscheduled visit and stripped the trees of their apples.

Knowing that we could still tour the winery and that a fruit warehouse existed nearby the orchard, I did not cancel the trip. Instead, I made an

announcement to the employees asking them to bring a picnic lunch with them on the trip.

I loaded the bus with employees and their families and I let the bus driver in on my secret (there were no apples), and asked him to take the scenic route. The bus driver was super. He drove the bus through beautiful country foliage scenes.

When we reached the orchard, we went on a nature walk and then...the employees wanted to pick apples. Immediately I explained the problem and I offered prizes to anyone who could find an apple. Nobody found a single apple—not even a rotten one.

After the children played in the orchard, we took a tour of the winery. Then, we went to the fruit warehouse where employees selected among bushels of apples, and other fruits, and, in addition to purchasing fruit, they also bought autumn decorations.

The employees and their families had such a wonderful time walking in the country, touring the winery and buying fruit from the warehouse, they asked me to plan an identical trip next year.

I learned that even when it seems plans are moving along as anticipated, always have a contingency plan.

Phyllis Rapisardo
Avon
Newark, DE

Every year we have a recognition luncheon for employees who help us out on a reserve basis. We have had problems in the past with this event. For example, one year, our chef quit the day of the luncheon and the employees did not enjoy the meal, cooked by a stand-in. However, in 1989, we thought we covered all basis. Since the luncheon must last only an hour, we hired additional waiters and waitresses to serve the 100 attendees a three-course meal.

On the day of the event, we became concerned when our additional help did not arrive before the luncheon. As noon approached, they still had not

arrived. Our three staff food servers began serving the group. Then, we received a phone call from one of the expected waiters who explained that all of the extra food servers were on their way in one vehicle when the car broke down. While two of our food servers continued to serve the majority of the meal, one went to rescue the others. All the servers worked together for only the last part of the meal. Two-and-a-half hours later, all the guests finished their meals.

This experience taught me how difficult it is to serve such a large group in such a short time. In the future, I may try using a buffet.

Gloria Wilcox
North Memorial Medical Center
Robbinsdale, MN

I am sure everyone has bus trip horror stories, but in 1983, the Employee Resources Council decided to sponsor a ski trip to Lutzen, MN. They worked through a travel agency and two buses were filled. There was a morning bus with one group and the tour guide from the agency, and the evening bus contained a group and the tour director's husband. The funny part was that he was inebriated and was really a beautician by trade, so he just kept insulting people and telling them to get a good hair cut! While on the road, the fog became so thick that the bus did not reach the ski area until midnight and by then, everyone was slightly inebriated. That weekend brought a February thaw and it rained while we skied wearing garbage bags. People are still talking about how much they enjoyed themselves on the trip.

Boy did we strike out on this one! Instead of having a raffle to purchase a limited amount of Twins opener tickets (after their World Series win), we said "first come, first serve" and people stood in line for hours and bought tickets for others in their

departments. The Employee Resources Council learned a valuable lesson from this horrendous experience, and after it obtained 100 more tickets for the opener it raffled the tickets to be purchased in sets of two. It took extra work and a lot of phone calls, but it was worth it. This year the ERCC decided to forget the opener and to offer 12 other games.

Pat Yandell, CESRA
Northern Telecom Inc.
Data Communications & Networks
Richardson, TX

I learned the hard way to always follow up with the band you have booked for your company's Christmas party. Several years ago, when I was just starting out in employee services, I booked a band through a talent agency for our big bash. Trusting that the agent would ensure the band was there on time, I went about my way in full confidence that all details were under control. Well, the night arrived, but the band didn't. Seems the agent had failed to notify the band of the booking, and the band had contracted for another engagement themselves by the time the agency notified them. Well, you can only imagine the sinking feeling I had as the time arrived for the band to begin and no one showed up. Fortunately, the story has a happy ending. The hotel caterer came to my rescue by rounding up a combo that had been playing at another function in the hotel which had just ended. Never again! Always check directly with everyone who is to be involved—check and recheck—you cannot do it too much!

P.S. We did get our money back from the agency and have never used them again. In fact, they are no longer in business.

Sue Potter
Nationwide Insurance Company
Columbus, OH

When planning the menu for a major banquet, the former human resources services manager requested that champagne sherbert be served for dessert. During the reception, champagne was being served instead. (It is against our company policy to serve alcohol at company functions.) After a few retirees became tipsy, the manager discovered what happened. She felt if there were ever a time that she came close to losing her job, it was then. The following year, she paid careful attention to all details before the reception began.

P.S. Several people were disappointed when champagne was not served the following year.



Janet Gregory
The Howard Savings Bank
Livingston, NJ

When I first opened my office, I desperately wanted to increase employee awareness of our programs. Thinking that if I could increase foot traffic in the office, I would have more opportunities to cross-sell our services, I began selling U.S. postage stamps. Although my plan worked, we are now so busy with our activity programs and other unrelated assignments that we really don't have time for this service. However, we sell about 100 stamps per week and discontinuing the service is out of the question since our employees have come to depend on it. When you plan to offer a new service you should consider and accept the long-term consequences of the program before implementing it.



Edith Beattie, CESRA
John Hancock Mutual Life
Insurance Co.
Boston, MA

We ran an outing several years ago, where we advertised the price as \$4 by bus and \$2 by private auto. We had about 10 buses and as we were

loading the buses, we noticed a group of five people just waiting in the background. When we got to the last bus, we decided to ask these people if they were going on our outing by bus. They said they were going to the outing, but they were waiting for our private auto. We have since changed our advertisement on all events to say, "\$4 by bus/\$2 by your own transportation."



Bob Freeman
Bull HN
Waltham, MA

I scheduled a ski trip to Mt. Snow, VT for 45 people leaving at 6:30 a.m. on a Sunday morning. The bus never arrived and nobody answered my calls to the bus office. After I made the announcement cancelling the trip, I suddenly found myself surrounded by 45 irate people who were not thrilled to get up bright and early on a Sunday to go nowhere.

Some people decided to make the most of it as they jumped in their own cars and drove to the designated ski resort and others drove to a nearby ski resort. However, still others went home.

After following up on the buses on Monday, the receptionist informed me that the bus drivers got lost. Now, every time I plan a bus trip, I always get the phone number of the dispatcher to reach when the office is closed, and I send a detailed map of how to reach the office with my deposit. When I receive a confirmation form of the order, the bus company usually copies the directions on the form for me to verify.



Laura Watts
Coca-Cola Foods
Houston, TX

In an effort to expose our employees to the arts in a familiar convenient setting, our Employee Activities Club began sponsoring "Brown Bag Art"

showings during lunch at the Headquarters location.

In the beginning, we worked with several art agencies that provided actors, dancers, etc. to perform and answer questions about their professions. Toward the end of the series, we had scheduled a writer and a poet to perform. Not knowing much about these local artists, I asked their sponsoring agency for a good, popular example of their work. I printed excerpts of these in our flyer announcing the lunches. The poet's most popular work just happened to be a piece entitled "Dumb Broad" and it gave a very graphic description of following a woman in rush hour traffic as she did her hair, make-up, and had breakfast. Even though this scene is not an unfamiliar one on our freeways, the piece offended many readers, women and men alike. I learned to never underestimate individual perceptions of "art" and to get a second opinion before printing anything that could be even slightly controversial.



Ken Loftice
Lockheed (GLERC)
Marietta, GA

Prior to computer days (1960s), one of our staff members planned a company outing with the Atlanta Braves. This staff member bought several hundred tickets, promptly put them in the safe and forgot about them. The day of the game, this staff member was at home watching the game on TV. The sportscasters kept commenting on a large unoccupied section of a near-capacity stadium when the staff member remembered his error! The remainder of the story is confidential!



All this . . .

comes with NESRA membership

EMPLOYEE SERVICES MANAGEMENT Magazine

Receive monthly, practical information to use in all areas of employee services and recreation program management.

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Covers latest programming ideas and trends, management techniques, research findings and legislation which has an impact on the field.

ANNUAL CONFERENCES & EXHIBITS

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CERTIFICATION PROGRAM

The Certified Employee Services and Recreation Administrator program (CESRA) is committed to maintaining the professional standards of those full-time administrators engaged in employee services and recreation program management.

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Your easy reference to other members plus the Peer Network enabling you to contact members who have an expertise with a particular employee services and recreation topic.

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Given annually for outstanding member achievement in areas of employee services and recreation administration and programming. Honors both overall programs and specific activities.

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Quickly get the answers to your employee services and recreation program questions when you contact NESRA headquarters.

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Available to those members who wish to recognize their volunteers.

RESEARCH FOUNDATION

NESRA's Education and Research Foundation develops and collects information on the latest trends, methods and techniques in employee services and recreation and reports findings to members. The studies enable our members to evaluate their programs and to keep informed of trends.

VOLUNTEER RECOGNITION PROGRAM

The Recognized Volunteer Employee Services and Recreation Administrator program honors those individuals with total program management responsibility. The Outstanding Employee Services, Recreation & Fitness Volunteer Leader program honors those individuals who make extraordinary volunteer contributions within an overall program.

MONEY-SAVING DISCOUNT PROGRAMS

You and your employees will gain access to discounts on vacation travel, theme park admission, fitness equipment and supplies, and photofinishing, plus more. These discounts assist the program administrator in managing a well-rounded employee services and recreation program.

PUBLICATIONS

Learn all you need to know through NESRA's publications which are intended to make program management easier and more efficient.

CONTESTS & TOURNAMENTS

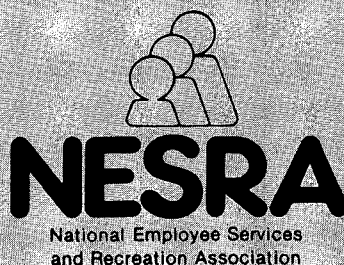
Conducted annually these national and regional events are primarily postal and can take place at your location or nearby.

MEMBERSHIP CERTIFICATE

Members receive a signed certificate suitable for framing which states they are a member of NESRA.

EMPLOYMENT SERVICES

Find a job in the employee services and recreation field or fill a vacancy on your staff through NESRA's Placement Referral Service.



MISSION STATEMENT

To serve the organizations and individuals responsible for providing employee services, recreation and fitness/health programs through education, information & professional development, thereby enhancing employee lifestyle and positively influencing productivity and profitability.

2400 S. Downing Ave. Westchester, IL 60154 312/562-8130

AN INTERVIEW WITH MR. JOHN "JACK" LEWIS, AMDAHL
CORPORATION CHAIRMAN AND CHIEF EXECUTIVE OFFICER

NESRA 1989

Employer of the Year

A sincere concern and consideration for employees, which is valuable in today's business industry, makes Mr. Jack Lewis, chairman and chief executive officer of Amdahl Corporation, Sunnyvale, California, NESRA's 1989 Employer of the Year.

"Mr. Lewis always takes time from his busy schedule to talk to employees about any type of problem they may have. His concerns are sincere and he projects this in his mannerism when speaking to you," writes one employee who felt Mr. Lewis deserved the title, Employer of the Year.



Mr. John Lewis joined Amdahl Corporation as its president in 1977. He became chief executive officer in 1983 and was named chairman of the board in 1987.

At Amdahl, Lewis gives the recreation/fitness department his full support in all programs available. He has been especially supportive of the building of a new fitness/recreation center for Amdahl employees.

The new 10,000 square-foot center contains a weight room, martial-arts room, aerobics room, company store and both men's and women's locker-rooms and showers.

Amdahl employees are extremely happy about the new center, and they feel that management has helped create an environment for them that is very positive.

With annual sales in excess of \$1.5 billion, Amdahl is a major developer and manufacturer of large general-purpose and scientific computers, data storage products, and data communications systems.

It also develops software and provides educational and consulting services.

ESM recently interviewed Jack Lewis to understand his commitment to Amdahl and to ES&R.

ESM: How would you describe your general management philosophy?

LEWIS: Know your business, customers, and goals. Hire only competent people. Pay and treat them well. Provide capable leadership. Expect good management and

performance. Reward and communicate often. Be sensitive to your employees, the market, and your customers. Expect things to be done right every time. Help people grow and succeed as part of a team that succeeds, wins, and has fun.

ESM: How does your support of ES&R programs complement this philosophy?

LEWIS: We care very much about the health and welfare of our people and this is the main reason that we have established health, fitness and recreation programs. We also believe that teamwork is essential to our success and our recreation programs help reinforce this teamwork philosophy.

ESM: How would you describe the atmosphere at Amdahl?

LEWIS: I believe that we usually succeed in providing a challenging, exciting, and innovative work environment that encourages an employee's professional and personal growth and satisfaction.

ESM: How important is ES&R in achieving this atmosphere?

LEWIS: We believe our recreation and fitness programs foster teamwork and communication between people and organizations. By making these programs available, our employees are encouraged to improve their general well-being, while feeling a part of the Amdahl community.

ESM: When did Amdahl begin its employee services and recreation program?

LEWIS: Amdahl began an employee recreation program in 1979. Our employee fitness program was established in 1981 when we developed our first fitness center and fitness center programs. Our new fitness center of approximately 10,000 square feet, was opened in July, 1988 and approximately 1,500

employees a week participate in the programs offered.

ESM: What factors entered into the development of your employee program?

LEWIS: Employee interest, compatibility with company values, employee participation, and feedback.

ESM: How extensive is your programming today?

LEWIS: Today's menu includes:

- Industrial sports
- Intramural sports
- Aerobic classes
- Martial arts
- Individual fitness programs and instruction
- Clubs
- Special events
- Corporate events
- Tournaments
- Company store
- Discounts for recreational events/attractions
- Discounts for cultural events
- Education programs

ESM: What new programs would you like to see added to your offerings?

LEWIS: We are currently offering as much as we now think we should. We continuously look for new opportunities to add programs that will be well received by our employees.

ESM: Do you consider ES&R to be an integral part of the corporate structure? Why?

LEWIS: I do consider employee health, recreation, and fitness to be an integral part of our corporate structure and culture because it supports the values and philosophy we have regarding our employees and our work environment.

ESM: Is there any particular employee service or recreational program at Amdahl of which you



are especially proud (or one program in which you participate or are involved)?

LEWIS: I am very proud of all of the programs at Amdahl. Two programs that I could point to that exemplify the quality and diversity of our programs are coed softball, in which more than 600 employees participate and our choir which is very active within our local community.

ESM: What are your personal leisure pursuits?

LEWIS: I really enjoy all types of sports. I manage to workout in the morning on the treadmill, and I am very active in golf and tennis.

ESM: In your opinion, what is top management's role in ES&R programming and support?

LEWIS: I believe that top management support of ES&R programming is essential for its success. When top management supports a program and encourages

participation, its creativity is greatly enhanced from the employee's perspective.

ESM: As the CEO, what do you expect from your ES&R staff?

LEWIS: I believe that specific program development should be left to the creative minds of the staff. I look to them to provide activities that obtain wide participation from all employees. Our current staff does an excellent job of designing and improving our programs.

ESM: How have your expectations changed in the past five years?

LEWIS: They really have not changed. When we began our program, I expected that we would have the most qualified people who would design programs to attract the greatest number of employees. We have been very successful in accomplishing this and I hope that we will continue to have strong employee participation and support.

ESM: How do you encourage participation and support your ES&R program?

LEWIS: Our fitness and recreation center is open seven days a week, 24 hours a day to accommodate employees who work different hours. If an employee is not interested in participating in sports or fitness programs, we have cultural and other leisure time activities that are also available.

ESM: What are the benefits of an employee services and recreation program to the employee?

LEWIS: Without question, these programs contribute to the health and positive morale of employees.


ESM: And the benefits to the company?

LEWIS: Our programs are structured to maintain and strengthen the sense of community and team spirit that we believe is vitally important to the ongoing success of our company.

ESM: Do you feel that ES&R programs produce bottom-line savings in terms of better health and increased productivity?

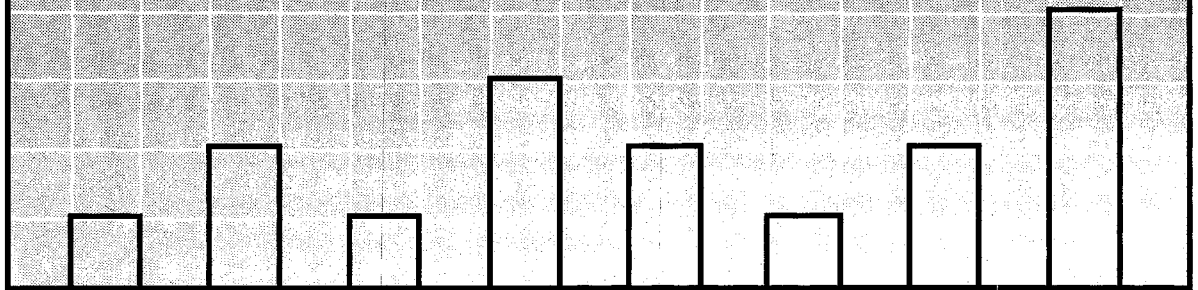
LEWIS: To date, we have not tracked or analyzed any of these factors. Employee and medical department feedback tells us that our people feel better and rely less on our medical benefits when they actively participate in these programs.

ESM: Because the corporate climate is changing due to the aging workforce, economy, etc., what do you believe the future holds for ES&R?

LEWIS: Health and fitness is important to everyone at any age. We believe that keeping employees healthy and fit, and creating an exciting work environment will assist our company in attracting and retaining the very best people. 

CASE STUDY

A COMPARISON OF EMPLOYEE RECREATION AND FITNESS PROGRAM BENEFITS



by Kimberly J. Shinew and John C. Crossley

Most Americans believe that we would probably improve our health if we ate more nutritious foods, stopped smoking, maintained proper weight and exercised regularly.

Unfortunately, there is a wide discrepancy between our beliefs and our behavior. Nearly half of the American population is overweight, and over two-thirds fail to exercise vigorously at least three times a week.¹ Our society tends to be long on virtue and short on action when it comes to this aspect of our lifestyles.

What does this mean to American business? The cost of maintaining unhealthy employees is staggering. Couple this with the billions of dollars lost each year due to missed workdays and low productivity because of health-related reasons, one can understand why American businesses are getting into health promotion.

In an attempt to improve the health status of their employees, many corporations have developed fitness programs and recreation programs. These programs have undergone tremendous growth during the past ten years. This growth is probably due to actual, as well as perceived, benefits that employees and employers gain through regular participation.

Numerous studies investigating employee fitness programs have found that the benefits typically include reduced absenteeism, increased job satisfaction, reduced stress levels and reduced health care costs.

These benefits have been found to reduce company expenses which, in turn, contribute to increased profits. Consequently, many corporate leaders have found it to be

cost effective to sponsor employee fitness programs.

Compared to existing research concerning fitness programs, there are relatively few empirical data about the benefits of employee recreation. Among the few studies in this area, Finney suggests that employee recreation programs reduce absenteeism and job turnover by improving general health and job satisfaction and increase job performance by reducing stress.² There do not, however, appear to be any studies that make a direct comparison between employee recreation programs and employee fitness programs within the same company.

Such a comparison would help show if recreation programs are equal to fitness programs in the benefits they offer to employees and corporations. If recreation programs were found to compare favorably to fitness programs, it might provide a justification for recreation programs that has been generally lacking.

THE GENERAL ELECTRIC STUDY

In 1987, the General Electric Company in Cincinnati, OH, agreed to host a study that would compare the benefits of employee recreation participation with the benefits of employee fitness participation. The company was ideal for this study because it operated separate programs in recreation and fitness.

The General Electric Fitness Center is managed by a professional staff and is open to all GE employees. Facilities include a running track and a multipurpose center

with weight training equipment, stationary bicycles, rowing machines and treadmills. Programs are offered in nutrition, stress management, weight training and other health-related areas.

The General Electric Employee Activity Association (GEEAA) is a professionally managed recreation program that is also open to all GE employees. GEEAA offers a full range of employee recreation such as bowling, softball, golf, tennis, and volleyball. In addition, GEEAA offers a variety of educational, social and cultural programs through a cooperative agreement with the local school board. Programs include computer science, automotive, painting, drawing and wood shop.

A total of 900 subjects were selected for a study that was to compare absenteeism and overall job satisfaction among various types of employees. The subjects were randomly selected through General Electric's computerized personnel file. Company records were used to measure absenteeism and to determine whether or not the subjects were members of the Fitness Center and/or GEEAA. Following this format, it was possible to make absenteeism comparisons among four types of employees: (1) fitness center members, (2) GEEAA members, (3) dual members (persons who were members of both the fitness and recreation programs) and (4) nonmembers (employees who were not active in either the fitness program or the recreation program). The 900 subjects were also sent a questionnaire designed to measure their job satisfaction. After a follow-up questionnaire was administered, the return rate was 57 percent.

ABSENTEEISM

In defining absenteeism for this study, General Electric requested that being absent include not only days lost due to illness, but also days lost for personal reasons (other than vacations). The reason for this was GE management's belief that personal absence is often linked to motivation. Regardless of the reason, illness or motivation, absenteeism results in lower productivity and thus, lost profit for the company. This study examined the number of days absent over one year.

RESULTS: As indicated in Table I, absenteeism averaged about four days less for employees who were members of either the recreation program or the fitness program, as compared with employees who were nonmembers. Statistically speaking, this difference was highly significant (test-analysis of variance), indicating that the marked difference could not have occurred by chance. On the other hand, there was little difference in the level of absenteeism among recreation members, fitness members and dual members. Although not indicated in

TABLE I	
RECORDED ABSENCES	
Employee Group	Mean # of Absences
Nonmember	8.93 days
Recreation members	5.28 days
Fitness members	4.95 days
Dual members	4.83 days

Table I, employees who were "very active" (three times a week in fitness and weekly, in recreation) had the lowest level of absenteeism.

JOB SATISFACTION

The job satisfaction questionnaire was based on Frederick Herzburg's motivation-hygiene theory.³ According to Herzburg, hygiene factors serve primarily to prevent job dissatisfaction while having little effect on positive job attitudes. The hygiene factors essentially describe the job environment and include aspects such as salary, working conditions, company policy and administration and interpersonal relations.

Motivation factors on the other hand, do have an impact on positive job attitudes. According to Herzburg, the motivators actually promote job satisfaction, dealing with such areas as achievement, recognition, responsibility and advancement.

Employees were asked to respond to 15 items (10 hygiene factors and five motivators) by rating them from one to seven on a Likert scale questionnaire. The hygiene factors and motivators were analyzed separately.

RESULTS: Table II shows the means of the 10 hygiene factors grouped according to employee type. The higher scores of the nonmembers indicate greater job dissatisfaction in comparison to the lower scores of the members (recreation, fitness and dual). Analysis of these scores yielded a finding similar to that with the absenteeism levels. There was a significant difference between nonmembers and members, but there was no significant difference between recreation and fitness members. In fact, the average score on hygiene factors was exactly the same for recreation and fitness members.

In respect to the five motivators of job satisfaction, a significant difference was found between members and nonmembers. As indicated in Table III, the three groups (recreation, fitness, and dual) had lower scores, indicating greater job satisfaction. There was not, however, a significant difference between recreation and fitness members.

TABLE II

HYGIENE FACTOR MEANS

Employee Group	Mean Scores*
Nonmembers	3.28
Recreation members	2.92
Fitness members	2.92
Dual members	2.84

*Lower scores indicate less job dissatisfaction

TABLE III

MOTIVATOR MEANS

Employee Group	Mean Scores*
Nonmembers	3.17
Recreation members	2.91
Fitness members	2.89
Dual Members	2.68

*Lower scores indicate greater job satisfaction

IMPLICATIONS FOR EMPLOYEE RECREATION PROGRAMS

The findings of the General Electric study can be summarized as follows:

1. Recreation members and fitness members had very similar absenteeism records, and both were about half that of employees who were not members of either program.
2. Recreation members and fitness members had exactly the same levels of job dissatisfaction, and both were significantly less dissatisfied than nonmembers.
3. Recreation members and fitness members had very similar levels of job satisfaction, and both groups were significantly more satisfied than nonmembers.
4. Employees who were most active (members of both recreation and fitness and/or those individuals who participate more frequently) had the least absenteeism, the least job dissatisfaction and the most job satisfaction of all the employee groups.

What is the significance of all of this? The results of this study support previous findings regarding fitness programs. Callahan described a study at Adolph Coors Company that had similar results: Employees who used the fitness center missed an average of 1.96 workdays each year due to illness or injuries, as compared to nonparticipating employees who missed an average of

3.08 days each year⁴

Johnson & Johnson Corporation conducted a survey of employees and found that those who participated regularly in the fitness programs were more satisfied with their jobs than were nonparticipants.⁵ These results coincide with those found in this study at General Electric.

This study does break some new ground in its presentation of a new perspective for employee recreation programs. In each aspect of this study (absenteeism, job dissatisfaction and job satisfaction) the recreation program was equal to the fitness program. This is particularly important because there is little concrete evidence to justify employee recreation. The absenteeism data provide economic justification for recreation programs.

A feasibility study conducted by Fitness Systems, Inc. estimated the average annual compensation of GE employees to be approximately \$47,000 (including benefits). This is equivalent to \$195.83 per working day. Although other factors need to be considered, on the surface this translates into a savings of approximately \$2,874,784 based on recreation membership of 4,000 employees and a reduced absenteeism rate of 3.65 days.

It is a likely speculation that health care claims would also be lower for this group. Although it would be difficult to place an economic value on less job dissatisfaction and more job satisfaction among recreation members, it is logical to assume that satisfied employees have lower turnover rates and higher productivity.

As with any study, there are biases that need to be considered. One of the limitations of this study is the self-selection bias. The employees chose to participate in the recreation and fitness programs; they were not assigned for the purpose of this study. This means that we cannot claim an absolute cause-effect relationship between program participation and the desired benefits (less absenteeism, more satisfaction, etc.). Part of the results may be attributed to the possibility that healthier and more satisfied employees may choose to participate in recreation and fitness programs more frequently than other employees.

It is the authors' belief, however, that the recreation and fitness programs contribute substantially to the desired benefits indicated by this study. This position is reinforced by the fact that increased levels of participation (dual membership and frequent participation) significantly correlated with higher benefits derived from involvement in the sponsored programs.

In conclusion, this study contributes to a better understanding of the benefits of employee recreation and fitness.

It was found that employees participating at any level had lower absenteeism, lower job dissatisfaction and higher job satisfaction than employees who did not participate at all. Although additional research is needed, the results of this study suggest that recreation programs contain benefits comparable to fitness programs and, therefore, may present a viable alternative to companies seeking to improve employee performance.

Kimberly J. Shinew is presently an instructor of recreation and leisure studies at Green Mountain College, Poultney, Vermont.

John C. Crossley is an associate professor of recreation and leisure at the University of Utah, Salt Lake City, Utah.

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Attraction Tickets

by Duncan Marks

One way that you can make a difference in the eyes of your employees or members of your organization is to provide discount savings at area attractions. Everyone is interested in saving money and by providing discount savings at area attractions, you can positively impact the family's leisure outings. It is good business for employee services professionals and your employees/members will thank you for it.

There are several ways to provide discount savings to employees for area attractions: Discount Cards, Consignment Ticket Sales, Purchase/Resale Admission Tickets.

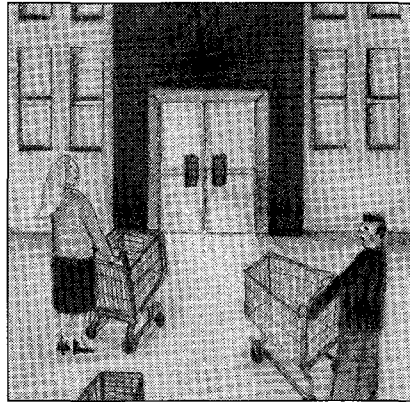
This article will explore the methods of providing attraction discounts to your employees/members and provide you with a step-by-step checklist of how to provide Purchase/Resale admission tickets for your market.

DISCOUNT CARDS

The use of discount cards for employees is the preferred method for those companies and organizations that do not want to invest the capital necessary to purchase, stock and resell the admission media. However, there are several drawbacks to this method:

Normally the amount of discount (10-15 percent) offered through the use of discount cards is not as great a discount as when consignment or purchase/resale methods are used. Employees still have to stand in line at the attraction ticket sales booth to conduct their transaction.

Discount cards are normally issued in the name of the employee; thus the employee may have to be present at the attraction ticket sales booth when



the transaction is conducted.

Employees using discount cards may be requested to provide company identification when conducting the transaction.

Discount cards may have expiration dates which may lead to employees being turned away when they try to conduct a discount transaction with an expired card.

Distribution of large numbers of discount cards can be difficult since almost every employee or member of your organization will want a "free" card. This can become quite a hassle when they all expire on the same day!

CONTACTING ATTRACTIONS

Most attractions have a group sales or marketing department that can provide admission media at reduced rates for purchases of blocks of tickets. (We have listed some of the national attractions' sales staff telephone numbers separately in this article.) Some may have a minimum purchase of only 50 tickets; others may require substantial purchases to receive heavily discounted rates. Don't forget to contact local zoos, museums, dinner theaters and

playhouses to see what they offer.

The outright purchase of admission media is your best way of negotiating a better deal. Although most attractions have fairly rigid rate structures, the manager of group or corporate sales may be inclined to approve a better rate for you during slow or off seasons, or at the end of their fiscal year.

It is important to develop a positive business relationship with the attraction's sales staff who may be able to alert you to upcoming price increases, allowing you enough time to purchase additional quantities of admission media at currently discounted rates. By doing this, you can offer your employees/members a consistent discount while that attraction's retail rates go up.

When conducting your negotiations, find out the method of payment that the attraction requires. Some attractions are willing to deliver the admission media with an invoice to be processed by your accounts payable department; other attractions must have a check at the time of delivery, in the case of the Disney organization's Magic Kingdom Club, checks must be included with the written order before it will be processed. No matter which method is required, make sure you have allowed enough time for a check request to be processed by accounting so that you can get your supply of tickets on time. Using an inventory minimum/maximum system will help alert you when you need to reorder.

INVENTORY

Large organizations may purchase 1,000 or more tickets at a time, others only 50 units. Your inventory

amounts will be based on the expenditure approvals your organization will provide you. It is important to have enough tickets on hand to service your market; there is nothing worse than turning an employee away because "we ran out of tickets"—you may just have ruined a family's outing.

Your stock levels should include a minimum of three month's average ticket sales. If you sell 100 tickets a month to a particular attraction, your minimum inventory amount should be 300 units. This will allow you a re-order/restocking grace period of 60 days.

Beware of seasonal specials offered by the attraction which will cause your ticket sales to go up due to all the attraction's advertising. One example of that for our operation was when Busch Gardens in Tampa, Florida opened a pavilion showcasing Pandas. Florida Power Employee Services' ticket sales skyrocketed and we had to reorder more frequently during the Pandas' stay at Busch Gardens.

MARKETING YOUR TICKET SALES

The best method of communicating your ticket sales service is to use existing company newsletters, internal news announcements, monthly or quarterly publications mailed to the employee's home—any system that is already in place, has a defined readership and will not cost you for space. The communication announcing your ticket service should not go out until your system is totally operational and has been tested. Your announcement should include the terms and conditions of sale, your operating hours and methods of payment available. With the cooperation of the payroll department you may be able to offer payroll deduction; if you do, your sales will skyrocket. Listed below is Florida Power's Employee Services Tickets sales previous annual totals:

Year	Ticket Sales
1981	\$ 57,185
1982	108,287
1983	193,344
1984	194,344
1985	346,516
1986	299,979
1987	327,838

CONDUCTING SALES

Providing prompt, professional service is the key to success in selling attraction tickets. If your service desk operation is limited to employee transactions solely, make sure your ticket order blanks and flyers so state. You should accept orders by mail (prepaid or authorized for payroll deduction) and by phone, if possible. Phone orders should be processed only if payroll deduction authorization is given.

If you are able to provide payroll deduction service, require employees to present their identification badges before making the transaction. To ensure that the current payroll identification number is used, have payroll provide you with a current employee listing so that you can look up and record the correct employee number for the payroll deduction.

If your operation accepts personal checks for employee purchases, establish ahead of time with accounting the procedure for handling checks returned for insufficient funds.

Your Daily Sales Summary should indicate the number of tickets sold and deposit totals. You may wish to indicate the starting and ending numbers of the tickets sold each day on the Daily Sales Summary. Check with accounting regarding the collection of sales tax; most attractions remit the sales tax on their admission sales.

Coordinate closely with your mail room to ensure that your operation sends the tickets in enough time so that the employee receives the tickets. For large departments where employees do not have their own mail

slots, send the tickets addressed to the employees in care of a key person such as the departmental secretary or payroll clerk. Tickets should always be wrapped securely and mailed in a standard envelope that cannot be distinguished from other company mail for security reasons.

CONCLUSION

The decision to sell attraction tickets is an important one. It will change the nature of your operation forever. Despite the extra effort required on the part of several departments in your company or organization, the results will be worth it. Your employees will thank you for the convenience, savings and professional service you offer them.

Duncan Marks is the manager of employee services, Florida Power Corporation, St. Petersburg, FL.



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The Potential of Health Promotion/Recreation Programs

by Michael O'Donnell

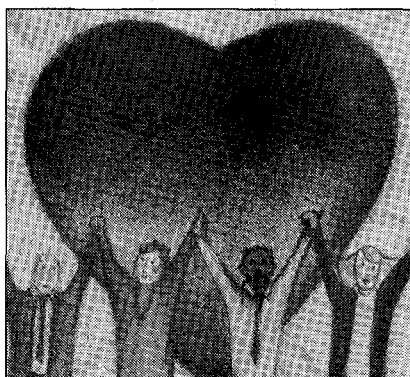
The efficient management and popularity of employee recreation programs has contributed to top management's receptivity to expanded health promotion programs. These programs potentially have a more profound impact on an employee's well-being and an organization's financial success.

The potential benefits of health promotion programs address the factors that affect an employee's health and have a more pervasive impact on the organization.

The potential benefits of health promotion programs have been chronicled by many.^{1,2} A growing number of studies have shown promising impact of such programs on employee's well-being^{3,4,5,6} and some limited preliminary evidence has begun to show positive organizational benefits.^{7,8,9} Nevertheless, as a discipline, health promotion professionals are still struggling to define the scope of their work, and many not involved in health promotion often misunderstand it. This column offers definition and discussion of the focus and scope of health promotion.

DEFINITION OF HEALTH PROMOTION

Health promotion is defined by the *American Journal of Health Promotion* as "the science and art of helping people change their lifestyle to move toward a state of optimal health. Optimal health is defined as a balance of physical, emotional, social, spiritual and intellectual health. Lifestyle change can be facilitated through a combination of efforts to



enhance awareness, change behavior and create environments that support good health practices.

Of the three, supportive environments will probably have the greatest impact in producing lasting changes."¹⁰

This definition asserts that traditional medical concepts of good health as "an absence of disease" is obsolete, and that optimal health is far more than the physical fitness espoused by many of the early recreation and corporate fitness programs. This broader scope is becoming more commonly accepted by medical, recreation and fitness groups, and programs are being expanded to incorporate these concepts.

This definition also asserts that our health promotion programs will be most successful when they recognize that focusing on individual behavior change is insufficient. All of our behaviors are strongly influenced by the social norms of our families, friends, workplaces, and communities. To be fully successful, we need to create within our workplace, environments that encourage healthy lifestyles. While some recreation and

fitness program directors agree with this concept, few organizations have tried to implement it.

The five dimensions of optimal health and the three levels of programs are discussed in more detail below.

DIMENSIONS OF OPTIMAL HEALTH

The physical health dimension incorporates the care for our bodies that we normally receive when we utilize traditional medical care. It also incorporates good nutrition, regular exercise, and avoiding abusive substances such as cigarettes and other drugs. Many health promotion programs address these health areas.

Emotional health is our mental state of being, the stresses in our life, how we react to them, our ability to relax, and the quantity and quality of our leisure.

Our emotional health is critical because 60-90 percent of all visits to health care professionals have a stress-related origin.¹² Many health promotion and recreation programs address this area through their stress management and vacation programs.

Intellectual health is largely dependent on achievements in school, career, community organizations, or hobbies. Achievements in these areas are critical to our sense of self-efficacy, which is our knowledge that we can be successful.

Changing a lifestyle habit requires determination and persistence to learn new skills, shift our approach, ignore social pressures, and overcome setbacks. While some career development and life planning programs

address this area, few health promotion programs do.

Spiritual health is our sense of love, hope, peace, charity, and purpose in life. For some, this comes from involvement in organized religion; others draw it from other sources.

Without strong spiritual health, most of us feel lost and have little sense of direction. With it, we have a clear set of values and goals, and an incredible buffer to help us through serious illness, relationship problems, the death of a loved one, and all the other crises we face. Very few programs address the area of spiritual health.

Social health is the ability to interact with others in relationships. Our social health may have more impact on our overall health than any other area. In addition to affecting our happiness, the quality of our relationships has been shown to have direct impact on our longevity¹³, susceptibility to disease, and our ability to recover from diseases.¹⁴ More importantly, most of our health behaviors are a result of the social pressures we encounter.

Our eating habits are usually set by the time we go to kindergarten. Our relationships with friends, parents, and siblings are primary determinants of our decisions to start smoking, drinking, and using drugs in high school and college. Our lifelong involvement in physical fitness is often determined by our participation in school sports.

Optimal health can be achieved through a balance in these five dimensions. Most workplace programs address many of the components of physical health, some of the components of emotional health, and ignore social, intellectual, and spiritual health. Few, if any, encourage a balance in all five areas.

LEVELS OF PROGRAMS

To maximize the effectiveness of our programs, we also have to recognize the three levels of pro-

grams: awareness, behavior change, and supportive environment. Each level of program is designed to achieve a different level of health improvement and will produce a different level of benefit for the organization.

Awareness programs have the goal of helping employees become more aware of the benefits of a healthy lifestyle. Awareness programs can be excellent for visibility, stimulating employees to get ready to make lifestyle changes, and enhancing morale by showing employees the organization cares about their health. However, by themselves, awareness programs usually do not result in lasting health improvements for most employees.


Lifestyle change programs have the goal of helping people acquire the knowledge, skills, and confidence necessary to make lifestyle changes. These programs are very effective in helping employees adopt new lifestyle habits, but are most effective in the context of a comprehensive program that creates an environment supporting a long-term healthy lifestyle.

Supportive environment programs create an organization that encourages employees to practice healthy habits on an ongoing basis. Employees will be most successful in making lifelong health habit improvements if they have access to supportive environment programs. The organization will, in turn, have the greatest chance of achieving its goals of reducing health care costs and absenteeism, and of enhancing productivity, when it creates that supportive environment.

We all have to recognize the many barriers that make it almost impossible to implement a program that effectively incorporates all of the components I am suggesting.

These barriers include the limited knowledge of our scientific community in the areas of emotional, social, spiritual, and intellectual health; the difficulty of one program director being a qualified manager and a clinical expert in all of these areas; the resistance of employees to become involved in programs at the

worksite that affect their social, spiritual, and intellectual lives; and of course, the limits on our budgets and organizational support.

As a profession, we need to feel proud of what we have accomplished; however, we should also look at what more we can do. When we spend our days scheduling classes, doing fitness prescriptions, washing towels, planning trips, filling out forms, and responding to our clients' many requests, we sometimes lose sight of the enormity of our goal and the potential of our field. It is always important to step back, and envision where we may eventually be. 

Michael O'Donnell is publisher of the *Journal of Health Promotion*, William Beaumont Hospital, Birmingham, Michigan.

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Hotel Industry Segmentation

by Michele Kelley

The remarkable travel dollar generates \$313 billion in sales in the United States which accounts for 6.6 percent of the Gross National Product. The lodging industry alone generates \$53.8 billion in sales in an ever-increasing market which has changed enormously in the last few years.

No longer does a particular hotel try to be all things to all people. The variety of accommodations available to travelers in the United States are at their greatest. Not only does choice and variety of places to stay exist, but extraordinary value as well.

It is possible to spend less than \$30 a night for a room and enjoy clean, comfortable surroundings. For a comparable price at a European hotel, you might be restricted to the choice of a family-owned pensione or bed and breakfast with standards of comfort and cleanliness which are entirely at the discretion of the owner.

In the United States, hotel and motel chains as well as individual properties set standards for guest comfort. Price is your guide to service and space—not comfort or cleanliness. A more moderate price means sacrificing service, not amenities.

The U.S. lodging industry has, in the past decade or more, been market driven. The result of the industry's response to customer needs has been a trend toward what is known as product segmentation.

It was not so long ago that the U.S. had a limited number and style of hotels. With development of extensive highway systems in the early fifties, came the motel. These roadside stopovers were based on a single design.

As travel and tourism flourished, millions took to the roads, product



differentiation became a need and then a reality. The result has been a growth of hotels and motels as diverse as the American geography itself. Today, the choices range from limited-service budget and full-service mid-priced to luxury establishments ranking among the finest in the world.

Different types of hotels have been developed for different types of travelers. Travelers who are basically "on-the-road" will seek out a hotel to sleep the night and continue on their journey. A "condo-style" all-suite property might be just what a family traveling with children needs while relocating or taking in a nearby sight. A fairly upscale customer might be traveling for business or pleasure and decide s/he can afford to stay at a luxury hotel, affording little extras some of us might not even think about.

Segmentation is basically an effort on the part of major hotel operators to continue their growth while affording the consumer an environment tailored to their specific needs. All segments offer top-notch customer service, as today's consumers are more confident and sophisticated, expecting convenient, individualized and

personalized service.

Limited-Service Budget Hotels:

Budget hotels make up about 12 percent of the total number of lodging rooms in the U.S. Although these hotels do not usually include bellmen, room service, a telephone message board, or sometimes television sets in the rooms, they are usually under \$30 a night.

Modest lodging at an affordable price sometimes might not reflect a unique personality or elegant surroundings, but value and comfort are guaranteed. The standard for most of these properties includes two double beds and a private bathroom. Although most do not include a restaurant, you are sure to find one nearby.

Limited-Service Economy Hotels:

Economy hotels offer expanded amenities for under \$50 per night. The properties which include a restaurant and pool represent a quarter of the total number of hotel/motel rooms in America.

Standard extended offerings including ice machines, color television, and upgraded decor usually include two double beds, a table or desk, and two armchairs. In your private bath you will usually find soap, shower cap and a few other related amenities such as shampoos and lotions.

Full-Service, Mid-Priced Hotels:

An ambiance of greater interior and exterior design with a choice of restaurants, bar, room service, laundry and dry cleaning services, convention facilities and all of the little extras in bathroom amenities will usually cost from \$45 to \$60 per night.

Full-Service, Upscale Hotels:

Basically, you will pay between \$60 and \$85 a night for the same full

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range of services and amenities of the mid-priced properties but again, greater design and more luxurious surroundings.

Luxury Hotels: Lavish surroundings with smooth service in marble and polished brass lobbies usually cost over \$85 per night. Often ranked among the finest hotels in the world, services might also include health-club facilities and in-room mini-bars. A variety of suites are available with very special service a major factor.

Resort Hotels: The popularity of resort travel is increasing faster than any other segment in the industry. Resorts always include several excellent restaurants and offer a wide variety of unique and even exotic experiences, including recreational activities and romance; moments of exceptional fun, excitement, and inspiration; and surroundings of great natural beauty, interesting local cultures, nightlife and special attractions.

Actually, resorts are becoming segmented within their market. Some offer traditional luxury accommodations, some are designed as fantasy playgrounds to entice individuals and couples, some are better suited for families and some are large enough to attract meeting planners.

Resorts usually run neck-in-neck with luxury hotel prices and are usually over \$85 per night.

All-Suite Hotels: The most important lodging innovation since the motel, all-suite properties are rapidly growing across America. The all-suite offers travelers separate sleeping and living areas, and often includes limited kitchen facilities. First popular with business travelers, pleasure travelers have noted the convenience of this design which provides a larger living area ideal for children.

All-suites cover the full spectrum of prices, services and amenities, from economy all-suites to luxury properties. It is possible to reserve an all-suite for the same price as a luxury

room or even a mid-priced room. With an all-suite you are exchanging space—an extra room and all of its conveniences—for some of the services you may not need. For example, you probably won't have room service or valet, nor choice of restaurants or bars.

As market segmentation flourishes, so does the competitiveness for customers and for brand loyalty. Although still classified as a budget hotel, more and more hotels are offering upgraded services.

A recent survey conducted by the American Hotel and Motel Association entitled the "1988 Membership Survey: Lodging Services and Facilities," focused on the continually upgraded services offered by lodging properties. The survey was distributed to over 9,000 AH&MA member properties asking 34 survey questions with answers tabulated in three ways: by property size, under 75 rooms, 75-149 rooms, 150-300 rooms, over 300 rooms; by property rates, under \$45, \$45-\$59.99, \$60-\$85, over \$85; and by the response group as a whole.

Some of the results showed that in-room movies were in almost 59 percent of rooms under \$45 per night and available in 60 percent of rooms over \$85 per night. Day-care facilities were offered in 2 percent of rooms under \$45 per night and 25 percent of rooms over \$85 per night. Pools were located at 61 percent of hotels with rooms under \$45 per night and in 82 percent of hotels costing over \$85 per night. Health club facilities were in 17 percent of hotels under \$45 per night and 53 percent of hotels over \$85 per night.

It has become increasingly clear that a single type of lodging establishment cannot appeal to the entire traveling public. As the companies go after travelers to fill rooms within their market segments, competition will increase and facilities will be upgraded. As we enter the 1990s, consumers will see a wide range of amenities and services available at even budget priced hotels.

The AH&MA offers a handy fact-filled 25-page brochure for the experienced and inexperienced traveler. "Tips for Travelers" covers a wide variety of topics that include how to select lodging accommodations from the many different types available, special services available for the handicapped, children, pets and amenities. Other chapters offer advice on using a travel agent, packing, parking, dining, tipping, security and saving energy.

Order single copies for \$1, by sending a self-addressed, stamped (with 45 cents postage) business-size (number 10) envelope to Communications Department, American Hotel & Motel Association, 1201 New York Ave., NW, Washington, DC 20005-3917. Additional copies are 50 cents each, plus postage and handling. For 2-10 copies, add \$2.30 for shipping and handling; for orders in multiples of 25, add \$5.75 per order.

Michele Kelley is manager, media relations, American Hotel & Motel Association, Washington, D.C.

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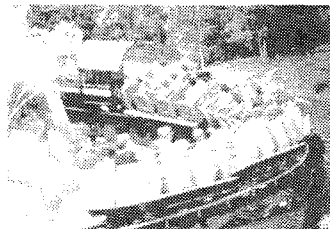
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Using your company's employee services as a recruiting tool is an essential component of maintaining a competitive edge in attracting and keeping quality employees. Read this month's cover story, "Using ES&R Programs to Attract Quality Employees" which analyzes three of these programs.

Screening and working with discount suppliers is a challenging, rewarding experience. Read "Dealing with Discount Suppliers" and discover from the many discount programs Connecticut Telso offers, that just as the potential for your discount programming is endless, so are the ways you can use your suppliers to help you achieve your program objectives.

Your company's ES&R programs as a means to gain exposure for your company could be one of the most-overlooked assets of your programs. In "ES&R/PR: The Perfect Fit" find out how you can "piece together" your own public relations plan by capitalizing on your ES&R programs and activities.

And don't miss this month's ESM Bulletin, which shows the results of a recent internship survey; the Employee Store column, which discusses retail marketing; ideas for revenue-generating programs in this month's Viewpoint; and learn the components of a healthful diet in July's Health Promotion Update.

— NEXT ISSUE —

- MOTIVATING VOLUNTEERS
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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60154, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$30 annually (2 years/\$50, 3 years/\$70) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois, and additional mailing office.

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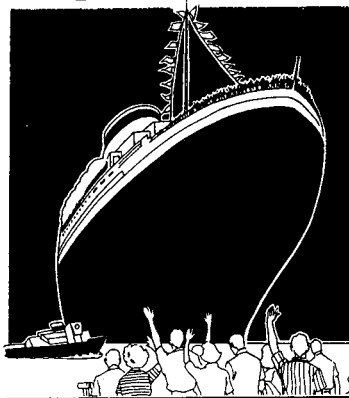
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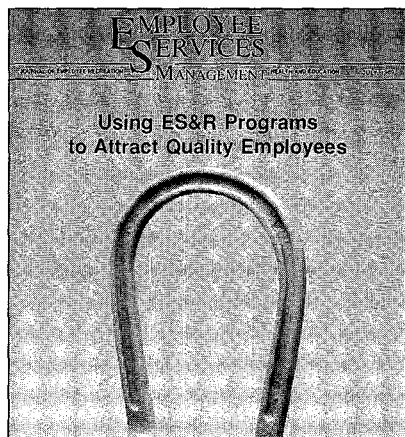
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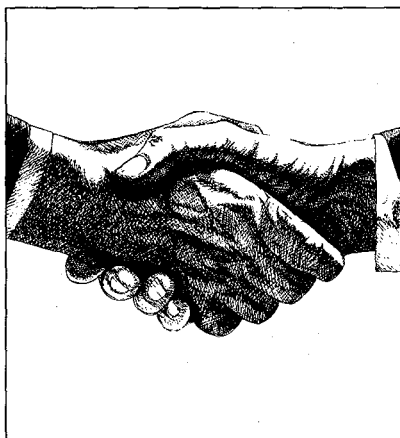
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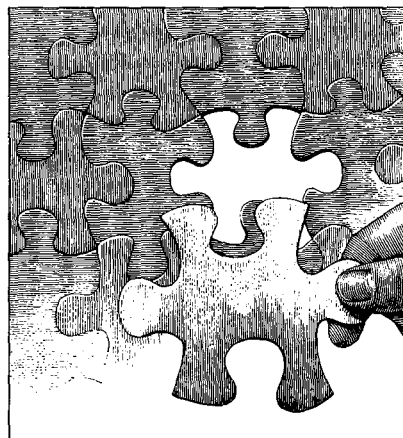


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Sneaker Allergies

Have you been suffering from irritated feet? If so, you may be allergic to your sneakers, reports *USA Today*.

Researchers discovered two compounds commonly found in shoes, especially sneakers, causes a painful allergic condition, shoe dermatitis, which makes feet itch, burn and blister.

After examining the composition of a tennis shoe and testing the substances in a shoe with an allergic subject, researchers discovered toxic compounds were used even though nontoxic substances are available. One compound causes cancer in rats.

These potentially harmful compounds are mercapto-benzothiazole or MBT, and dibenzothiazyl, or DBTD. Both compounds are used to make natural and synthetic rubber firmer. One researcher says MBT is also on the government's list of known carcinogens.

About 1.5 million people in the U.S.A. suffer from this allergic reaction severe enough to require medical treatment. In some cases, the condition can be so painful the patient cannot walk. Many others experience milder cases which are often mistakenly attributed to conditions like athlete's feet.

Although shoe dermatitis can be caused by many shoes, it is most commonly caused by sneakers. Sneakers are more likely to have rubber insoles and sneaker wearers' feet sweat more, which dissolves the compounds in the rubber and brings them into contact with the skin.

Healthy Working Women

Working is good for some women's health, reports *The Wall Street Journal*.



In a recent study, researchers analyzed health problems at the beginning and end of a five-year period among 3,000 women aged 40 to 54. Health problems ranged from significant physical difficulties to complaints such as depression. Results show unmarried workers and most black married workers had fewer new health problems over this time span than nonworking women of similar age and background. However, this does not hold true for all women. Married white women in white-collar jobs had more health problems than comparable women not working.

Researchers conclude that many working women may receive important social support at work, providing positive effects on health for unmarried women and married women whose husbands are not emotionally supportive confidants. White married women in white-collar jobs may also experience more job stress than workplace social support.

Demand in Eldercare Increases

Not only is the number of older people skyrocketing, but researchers expect the number of older people needing help in daily living to grow at an alarming rate, reports *The Wall Street Journal*.

As people get older, their likelihood of disability increases. Women are more likely to need help than men and women will continue to outlive men.

In 1984, nearly 5 million people age 65 and older—almost 18 percent of the aged population—needed help in one or more of these basic daily activities: dressing, eating, bathing, going to the bathroom and getting in and out of bed or a chair.

Three million of these people were disabled enough to need help on two or more of the five activities.

A researcher predicts there will be 6.2 million older people with one or more basic disabilities by 1990 and he expects the number to steadily rise to almost 14 million by 2030. Those needing help in one or more daily activities will rise to 4 million in 1990, to 9 million in 2030.

If people continue to live longer, the number of people age 65 and older with just one limitation could grow to 16.3 million by 2030 and the number with two or more limitations could go over 11 million.

These results indicate there could be a high demand for long-term and acute-health care and the financial resources needed to furnish them.

Chronic Fatigue Syndrome

Researchers continue to search for answers regarding chronic fatigue syndrome (CFS), reports *USA Today*.

Those with CFS experience constant or recurring fatigue, tender lymph nodes, sore throat and weakness.

Although researchers know it's more common among women than men, the number of sufferers is a mystery.

This condition is so complex, doctors and patients alike cannot reach an agreement on its name. One question still left unanswered is

whether or not CFS is linked to mental illness.

Now, physicians rely on a "working case definition" from the Federal Centers for Disease Control, Atlanta, GA. According to this definition, those diagnosed with CFS experience the following symptoms:

- Debilitating fatigue or easy tiring which severely curtails activity for at least six months.
- Medical tests which rule out other diseases such as cancer, psychiatric disorders and many inflammatory, neuromuscular, hormonal and infectious diseases.
- Eight of these symptoms: mild fever or chills; sore throat; painful lymph nodes, muscle weakness; muscle pain; prolonged fatigue after normally tolerable exercise; headaches of a new type; joint pain; sleep disturbances; neuro-psychological complaints such as forgetfulness, confusion and

depression; visual disturbances; onset of symptoms over a matter of hours or days.

- Or six of the above symptoms, plus two out of three physical signs documented by a physician on at least two occasions a month apart: low-grade fever, inflamed throat and enlarged lymph nodes in the neck or armpit.

Sufferers also complain of dizziness, weight changes, irregular heartbeats, low temperature, alcohol intolerance, allergies, and sensitivities to odors and chemicals.

With researchers still puzzled, they have not yet discovered a cure. Some physicians report they have seen some sufferers improve over a period of one to three years—but few recover completely.

The recovery time varies from one person to another. Some patients find reducing stress, eating well and pacing themselves physically and

emotionally seem to help their condition. Physicians help sufferers improve irregular sleep patterns by sometimes prescribing an antidepressant at bedtime. Physicians also advise sufferers to treat symptoms, such as taking painkillers for headaches.

Reusable Nonrefundables

Now, most airlines allow travelers to change the return portion of a round-trip nonrefundable ticket, reports *The Wall Street Journal*.

Before airlines adopted this policy, business travelers found it cheaper to purchase round-trip nonrefundable tickets than full-priced, one-way tickets, even if they did not use the return ticket. If they wished to return, but missed their flight, the airlines would require these travelers to



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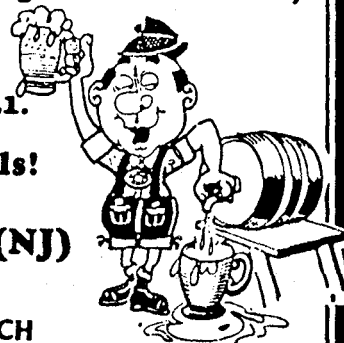
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This policy allows travelers to enjoy some flexibility in their flight schedule and it allows each airline to retain its own customers.

Easily Implemented Employee Education Loans

While few small companies can afford to offer education loans as a benefit to employees, the U.S. Chamber of Commerce is making the

next best thing available, reports *Crain's Chicago Business*.

This 2-year-old program offers employees of Chamber members relatively low-interest loans for education at little cost and no liability to employers.

Named "ConSern: Loans for Education," this program asks employers to pay a modest annual enrollment fee ranging from \$25 for companies with up to 10 employees to \$7,500 for those with 7,500 employees—but it asks for nothing else from employers.

Employees arrange for the ConSern loans themselves. Employers have no obligation to repay loans or to collect unpaid loans from their employees.

Many companies consider this program a low-cost benefit to offer their employees.

Administered by the University Support Services, a nonprofit

education organization in Washington, D.C., ConSern's loan portfolio has already reached \$50 million.

Eligible employees can borrow from \$1,500 to \$25,000 a year up to a cumulative total of \$100,000, at rates below commercial leaders'. ConSern's interest rate, which is tied to commercial paper rates, has averaged 11.1 percent over the past year. Employees can take out a loan for themselves or for a family member.

ConSern loans are different from other educational loans. They can be used for education-related expenses such as books, supplies, transportation and living expenses in addition to tuition, room and board. Employees can also use these loans to supplement or consolidate other education grants or loans. Available for primary, secondary or college education, it can be repaid over 15 years, unlike



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traditional four- to five-year education loans.

This program is designed to serve middle-income families who don't qualify for various government education loan programs. However, not all applicants are accepted. Applicants must have a monthly debt

of less than 50 percent of their income.

Companies are also using other methods to offer employees education loans. Some companies offer education loan funds on an informal basis and other companies offer tuition reimbursement plans.

Midsized companies, with over 50 employees, may offer 401(k) savings plans and they may allow employees to borrow from their plans.

Why Eat Vegetables?

In a recent survey, 79 percent of participants say they eat vegetables for nutrition, reports *USA Today*.

Other reasons people eat their "peas and carrots" are because vegetables offer low calories (61 percent), they enhance a salad (56 percent), and they offer good value (54 percent). Others attributed their vegetable intake to eating more salads (53 percent).

Willpower

Whether you are trying to lose 20 pounds, complete a work-out regiment, or achieve other goals, the factor determining your success is whether or not you have willpower.

Willpower, defined as "energetic determination," requires the coordination of these components, reports *Personnel Journal*:

- Concentration on goals and personal principles
- Control of habits and impulses
- Flexibility in changing circumstances
- Persistence

While most would like to have a firm grasp on willpower, people have a tendency to distance themselves from it when they:

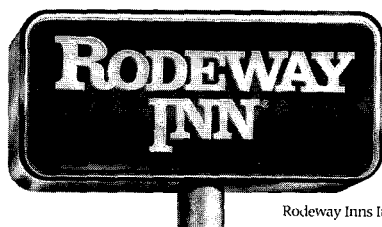
- Lack clearly defined goals
- Choose unrewarding goals
- Associate with unethical or negative people
- Fear criticism
- Strive for general popularity rather than self approval and appreciation from those you respect
- Seek instant success or self-gratification
- Become intolerant to discomfort or pain of growth.



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New Jobs At 60

Recent figures indicate there is more hope now for those age 60 looking for new jobs than there was 10 years ago, reports Challenger, Gray and Christmas, Inc.

According to a first-quarter survey of discharged managers, those under 50 require a median of 3.03 months to find a job, while it takes those ages 50-60 3.46 months to do so. Hence, it could easily take a 60-year-old two to four months longer than someone 10 years younger.

Employers will hire these new job-seekers because, aside from their wealth of experience, they are usually very loyal and very grateful. These hirees will stay with a company for at least five years.

Sometimes employers are hesitant to hire 60-year-olds when it is clear that they applied for early retirement in their previous job. When the older

job-seeker volunteers this information in an interview, an employer may become concerned that the job-seeker is not interested in full-time work or that work will be secondary to him/her.

Potential employers also like to hear older job-seekers talk about current achievements, not those which occurred many years ago.

If these older job-seekers avoid these pitfalls, they will be in the best bargaining position ever, because of serious worker shortages and the demands of world competition.

Potential employers also look for 60-year-olds who can:

- Demonstrate their expertise
- Be enthusiastic
- Act and look younger
- Address themselves to the employer's needs

The job prospects for those 60 and over have improved in recent years because people are remaining active and working longer.

Outdoor Exercise Alert

Vigorous outdoor exercise when air quality is poor can be a serious threat to lung health, reports the American Lung Association® (ALA).

Active city dwellers in particular should pay attention to air quality reports. When the ozone level is unhealthy, people should limit outdoor exercise to early morning or evenings when smog levels are usually lower. On days with very unhealthy pollution levels, they should totally refrain from outdoor exercise.

ALA recommends the following:

- Avoid exercising near congested roadways.
- Stay at least 30-50 feet away from cars. At traffic lights, move ahead of the exhaust pipe of the first car.
- If symptoms such as tightness in the chest, coughing or wheezing develop, stop exercising immediately.



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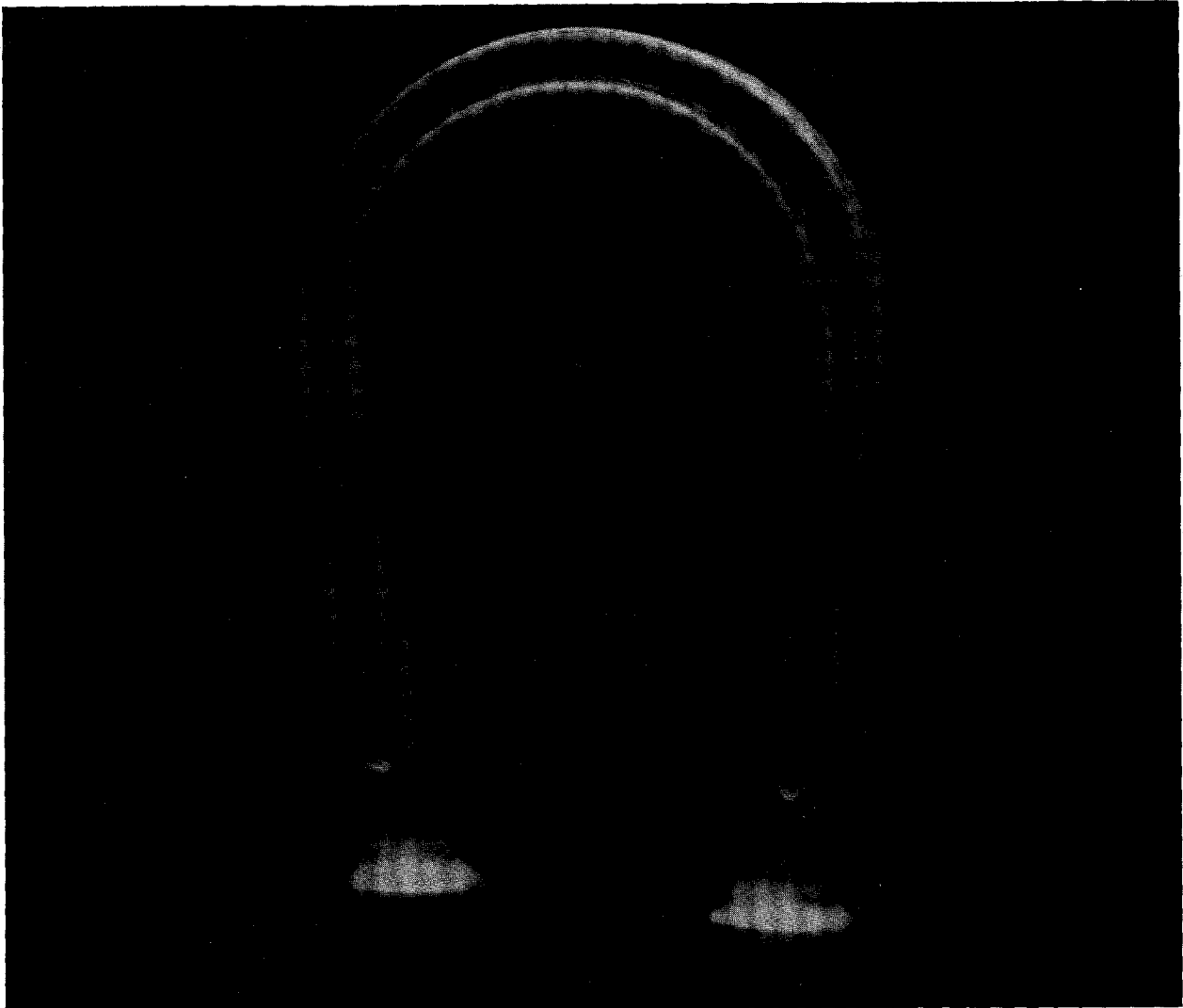


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Using ES&R Programs to Attract Quality Employees

by Lloyd N. Dosier and Lynda S. Hamilton



Using your company's employee services as a recruiting tool is an essential component of maintaining a competitive edge in attracting and keeping quality employees. This article highlights three of these programs: Childcare, Parental Leave and Eldercare, and Transportation.

Now that the baby boom has passed and the total American workforce is declining, businesses are experiencing increased competition for employees. Today's corporate manager must develop new recruiting tools to help attract and keep skilled, trained workers. While there are a number of benefit options available to the employer, there are at least three benefit packages employers should seriously consider that would fill the needs of workers which are not totally being met by federal and state governments: (1) childcare; (2) parental leave and eldercare; and (3) transportation pools.

Any or all of these incentives may attract new employees, make present employees more satisfied, cut down on absenteeism, and cause a decline in employee turnover. None of these programs, however, are cost-free; none are easy to implement; none are free of liability. But the time may be near, if it is not already upon us, when the expense of these employee services is a necessary cost of doing business if American companies are to remain competitive in a global economy.

CHILDCARE

Childcare is the most obvious and pressing need in the workplace today. The statistics are alarming. For example, information from a recent Bureau of National Affairs Report shows:

- In one-fourth of the 64 million American families, both parents work, and the children are age 14 or younger.
- Of 25 million children age 13 and under, 5.5 million were in day care in another's home, 1.5 million were in childcare centers, and 7.5 million received care in their own homes, either from a relative or a nonrelative.
- For the remaining 10.5 million children, other arrangements were made. These included caring for the children at the mother's place of work and combining several part-time childcare arrangements.¹

Available childcare is not satisfying the needs of parents since mothers and fathers with young children have much higher absenteeism rates than those without children. Results from a recent study indicate that mothers with children under 12 years of age missed 11.7 workdays per year, while women without children missed only 9.6 days; fathers missed 9.4 days, while men without children missed only 7.4 days.² It is precisely this problem of absenteeism that motivates employers to institute childcare facilities or other childcare benefit packages. It is not an altruistic "do gooder" attitude. Rather, it is a question of developing a less costly alternative to the losses resulting from parents who miss work.

Assessing Childcare Needs: The need for childcare is clear. It is essential if businesses are to attract and keep women in full-time employment, and enjoy a lower rate of absenteeism for both parents. Yet, few companies have

undertaken any provisions for childcare services. In fact, only about 10 percent of the nation's employers have chosen to provide childcare services to their employees.³ This reluctance to adopt childcare programs is probably due to several factors: (1) the inattentiveness of management to the needs of its employees; (2) the risk of liability associated with keeping other people's children; and (3) the initial start-up costs.

The task of needs assessment usually falls to the human resource manager. Employees should be asked what form of childcare assistance they would find most acceptable. Some might prefer a company-based facility, while others might prefer vouchers for existing centers, and still others might need emergency day-care services. This determination of actual need and preference is essential before a plan can be developed.

At this point, consultation with the company's insurance carrier is necessary to determine possible liability coverage requirements. Advice and support from the company's financial officers are certainly essential. A cost-benefit analysis may be needed to determine the savings from any benefit offering.

Company Responses to Childcare Needs: Generally, the childcare benefit is supplied in one of several ways: at on-site or near-site facilities; in centers operated in consortium with other employers or local government entities; at emergency drop-in centers; through vouchers, cafeteria benefit plans or pretax payroll deductions; and with information and referral systems. One of the programs that has yet to be adequately addressed, but is gaining momentum, is the sick-childcare program. Because it is a program that raises liability issues and demands closer scrutiny, some states are beginning to issue regulations to monitor these programs.⁴

In particular, employers providing on-site or near-site programs find that not only do they have greater success in attracting and retaining happier and more productive workers, but they reap financial benefits as well. For example, one program receiving a great deal of attention has been introduced by Stride-Rite. In cooperation with the community and the State of Massachusetts, Stride-Rite has converted a large area on the first floor of one of its facilities into a childcare center complete with kitchen, classroom, and other amenities. The center operates from 7:00 a.m. to 5:00 p.m., and provides a wide variety of services including meals for the children, structured activities and educational programs supervised by trained staff members and volunteers, and medical care.

One of the key elements in the success of the Stride-Rite program is the involvement of the community and parents in the program. The childcare center is a nonprofit organization with its own board of directors composed of representatives from the company, community, and parents. Parents are encouraged to take an active part

(e.g., lunch with their children); and during the early stages of the development of the program, parents even took part in the design of the playground.

In the Stride-Rite project, state government subsidies cover part of the center's operating expenses. For example, approximately 70 percent of the food costs are reimbursed by state agencies, and the state provides tuition assistance to children attending the center.

A few companies, such as five Washington, D.C., television-radio stations, have formed a consortium to develop an off-site facility for employees. Some organizations report much success in maintaining emergency care facilities for employees whose regular sitter or care-provider falls through at the last moment, or whose work requires them to come back to the firm at night or on weekends and holidays.⁵

Still other companies have chosen not to become involved in the actual provision of childcare, but have assisted their employees in paying for the services through the use of vouchers in area centers, through reimbursement of eligible employees, or through salary reduction plans in which employees pay for childcare with pretax dollars. On the other hand, some employers merely assist their employees to locate available childcare centers through information and referral services located in the plant.⁶

Regardless of the form that childcare services take, the benefits to companies sponsoring these programs are impressive. Companies surveyed with childcare programs experienced positive results in morale (90 percent), recruitment (85 percent), public relations (85 percent), and employee work satisfaction (83 percent). Companies also experience other positive effects. One company, Nyloncraft, reported a reduction in its turnover rate (from 55 percent to less than 10 percent) after childcare services were provided to employees.⁷

PARENTAL LEAVE AND ELDERCARE

Like childcare, providing parental leave and eldercare assistance can be a major recruiting vehicle for employers. In addition, this assistance can have a positive effect upon the morale of the incumbent workforce.

Much of the attention to date has focused on parental leave involving time off following the birth or adoption of a child. This issue in particular is being hotly debated in Congress, and some states (e.g., Oregon) have already passed legislation requiring employers to grant leaves for new parents. Other states (e.g., Rhode Island) are expanding their parental leave legislation to include time off for the care of seriously ill children.

Likewise, employers, particularly those who have already experienced work-related problems from employees needing time off, have found it beneficial to

provide a variety of employee services. These assistance programs run the gamut from unpaid leave, counseling, and referral services to paid leave or other financial support, and are in large part designed to reduce the negative work habits that frequently accompany the employees' need to care for a young family member.

The problem, however, goes far beyond merely providing time off to employees for the care of the newborn or adopted child; it also includes the need to accommodate employees in other familial-related problems. Employers are discovering that employees with familial or caregiving problems, whether for a seriously ill child or for an elderly parent or other family member, have to function under stressful conditions, which often results in negative changes in work habits.

Caring for the elderly, in particular, is becoming a responsibility for a significant number of working persons. In a recent survey conducted by the American Association for Retired Persons (AARP) and the Travelers Companies Foundation, 55 percent of 754 households responding contained a working caregiver. Yet, companies providing assistance for familial and caregiving problems, for the most part, have directed their efforts toward parental leave designed to assist the newborn, adopted, or seriously ill child.

This lack of response to eldercare programs may be due in part to unfamiliarity with the problem, the small number of workers affected, and the fact that the aging of America is a relatively new phenomenon. For example, a recent *Personnel Policies Forum* survey of 225 companies revealed that less than half were aware of caregiving problems being experienced by their employees. Of those companies indicating an awareness, a significant number (83 percent) indicated that not more than 10 percent of their employees were supporting elderly family members. Regardless of the number of employees affected, however the work-related problems created by caregiving responsibilities can be costly. The respondents in the survey indicated that the most common problems appear to be absenteeism (37 percent), tardiness (22 percent), excessive use of the phone during working hours (18 percent), and the unavailability to work overtime when needed (17 percent).

In companies where an awareness of eldercare problems exist, there is evidence that these organizations are responding with some form of assistance, and with positive results. Again referring to the *Personnel Policies Forum* survey:

- Leave benefits are available in 30 percent of the companies, use of sick leave in 19 percent, and sabbaticals in 11 percent;
- Work schedule adjustments are possible in 19 percent of the responding companies, 15 percent make available flexible work schedules, and 9 percent allow employees to reduce work hours or to work part-time;

- Financial support is offered by 16 percent of the respondents, the most common type being a dependent care reimbursement account;
- Counseling or support service is available in 47 percent of the responding organizations;
- Information or referral services have been established by 25 percent of the respondents.⁸

Organizations adopting these familial and caregiving policies can incorporate them into existing programs, such as EAPs, or add them to general benefits or cafeteria packages. While funding these programs can be expensive (e.g., paid leave or sabbaticals), employers generally feel that costs are offset by the benefits gained in attracting and keeping a quality workforce.

TRANSPORTATION POOLS

Employers in high population areas are finding that the expense and hassle of commuting can be alleviated in part by providing employees transportation assistance. Some companies have implemented successful projects using carpooling and vanpooling, from the employees' residences to the plant or office. Other employers subsidize mass-transit fares, or help pay employees' expenses at off-site parking lots. Still others utilize existing state-sponsored rideshare programs, providing transportation from central locations in the "bedroom communities" surrounding industrialized sites.

The benefits of providing transportation pools are welcomed by employees, and also provide concomitant benefits to the employer. For example, where land prices are high, the assistance with carpooling and mass transportation cuts down on the amount of land that must be earmarked for employee parking. Where there are local and state clean air regulations and energy conservation measures present, transportation services aid the employer in compliance. This compliance will become a pressing need in most high-population areas in the decade to come, as governing bodies confront the "greenhouse effect," and deal with problems arising from the dissipating protection of the earth's ozone layer.

These services, as with childcare and family leave plans, require intense planning to make them efficient and effective. For example, the transportation benefit must be tailored to the surrounding community from which the employer draws its workers. Do most workers live in one general area, or are they spread out over a large metropolitan area? Is there a reliable mass transportation system already in place? If so, and if it does not yet service the plant or office, can an agreement be reached with the local provider to expand this service? Do the employees want carpooling, or do they prefer financial assistance with personal transportation?

Some companies in the Los Angeles area have developed a somewhat unique approach by offering a bonus to employees who ride their bicycles to work; they

are provided with special close-in parking spaces, and guarded bike racks. Certainly, biking would not work in all areas, but versatility, originality and rapport with employees is essential to the creation of appropriate services.

Some companies have developed plans of carpooling/vanpooling with the assistance of employees, who agree to undergo special driver training programs, work out their own routes, make the reservations and alternate lists, and tend to the care and maintenance of the vehicle. In exchange for this, the company may offer the employee a salary bonus, or may allow the employee to have ownership of the vehicle at the end of five years of service. Such incentives are developed with the cooperation of the employees, and after a careful needs assessment program is evaluated.⁹

CONCLUSION

Because of the need of employers to recruit and retain a skilled and stable workforce, special services such as childcare programs, parental leave and eldercare, and transportation pools are becoming a necessity. Employers who do not implement these, or similar programs such as wellness and education programs, may find themselves losing their competitive position in the expanding markets of the 1990's.



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FOOTNOTES

¹ "The National Report on Work and Family," The Bureau of National Affairs, No. 9, as reported by Sher, Margery Leveen and Gary Brown, "What to do with Jenny," *Personnel Administrator*, Vol. 34, No. 4, April 1989, pp. 32, 41.

² Sher and Brown, pp. 34, 35 and 37.

³ BNA Policy and Practice Series, the Bureau of National Affairs, *Personnel Management*, Child Care Programs, No. 701, March 1989, p. 12.

⁴ Sher and Brown, pp. 32-35.

⁵ BNA Policy and Practice Series, The Bureau of National Affairs, *Personnel Management*, Child Care Programs, No. 698, February 1989, pp. 5-6.

⁶ Sher and Brown, pp. 32-35.

⁷ Sher and Brown, p. 31.

⁸ BNA Policy and Practice Series, The Bureau of National Affairs, *Personnel Management*, Parental Leave, No. 701, March 1989, pp. 5-6; Eldercare Assistance, No. 703, April 1989, pp. 10-11.

⁹ BNA Policy and Practice Series, The Bureau of National Affairs, *Personnel Management*, Transportation Services, No. 699, February 1989, pp. 9-16.

NESRA INTERNSHIP SURVEY

In a recent mini-survey conducted among its members, NESRA learned about member companies' student internship programs in recreation, employee services and health promotion, and the influence these programs have on employers and interns.

Survey results show respondents who offer such programs have been doing so for an average of 9 years.

What do companies look for when choosing an intern? Respondents ranked the following seven items in this order of importance:

1. Student's career goals
2. Volunteer experience as it relates to profession
3. Employment history as it relates to profession
4. Length of availability
5. Current grades
6. School attended
7. Where student lives

The major areas of the interns' responsibilities included, but were not limited to:

- Auditing
- Accounting
- Aquatics
- Blood drives
- Clerical duties
- Community programs
- Day camp activities
- Discount programs
- Economics
- Employee classes
- Employee store
- Facility management--indoor/outdoor
- Fitness classes--teaching/supervising
- Fund-raising
- Incentive programs
- Intramurals
- Inventory
- Major projects
- Marketing
- Newsletters

How long are students required to




serve these internships? Among respondents, 38 percent require from 9 to 12 weeks; 23 percent require 12 to 24 weeks; 15 percent require 13 to 16 weeks; 9 percent require other terms; 6 percent require 5 to 8 weeks; 4 percent require 4 to 8 weeks; and 4 percent require a quarter/semester. Although one respondent said their program has no set time period, all other respondents require five weeks or more of service. The average term was 9 weeks, with an average training time of 7 weeks.

Colleges and universities vary from one another regarding requirements for successful internship completion. According to respondents, some colleges and universities set standards while others do not. When asked to describe the requirements colleges and universities place on employers, survey responses varied. Many times respondents indicated they are asked to provide interns supervision and well-rounded experiences in the student's field. Other respondents said they are required to ask students to complete reports, set-up joint meetings with their college advisor and their internship supervisor, and to pass surprise inspections by their college advisor. In some cases, colleges express requirements in terms of the hours interns spend at intern sites. In other cases, college

advisors and intern supervisors work together to develop specific projects. One respondent summed up the inconsistency of colleges and universities by saying, "Some colleges require nothing whereas others require weekly logs, monthly programs, reports, major projects, etc."

The percentage of those who pay interns and those who do not is relatively close. Forty-six percent pay interns while 50 percent do not, 2 percent sometimes do and 2 percent did not answer. Of those who do pay interns, 48 percent pay an hourly rate, 14 percent pay weekly rates, 10 percent pay monthly rates and 29 percent use other methods such as stipends.

Thirteen percent of survey respondents indicated that they provide housing assistance for their interns. However, most respondents (83 percent) do not offer this assistance and 4 percent did not answer. Of those who offer this assistance, some simply help students locate housing, while some actually furnish housing. One respondent's company provides rent-free housing and pays utilities.

The results of this survey offer NESRA members and students helpful information. Most respondents find their student interns offer a fresh outlook, or as one respondent said, they "bring curiosity and energy to the department." Other respondents said student interns offer a great service in terms of staff support. Still others rely on their student interns as a pool of potential hires. An overwhelming 98 percent of respondents indicated that their ES&R programs benefit from interns' contributions--a strong indication that internship programs are a positive experience, both for member companies and the interns they hire. 

Dealing with Discount Suppliers



by John Fink

Suppliers represent a variety of products and approach organizations in several ways: letters, phone calls, drop-ins, relatives, friends, other suppliers, and referrals. Feeling comfortable with a supplier is crucial to offering a quality discount program to employees. Approaches by some suppliers (e.g., drop-ins) may warrant more scrutiny than a supplier who is an associate member of NESRA. However, treating any supplier on a complete "carte blanche" basis could hardly be recommended.

The relationship between the supplier and the organization is a mix of elements that goes beyond communication, exemplifying professionalism, respect and sincere interest in the activity of the product and its impact on the employee, the supplier and the organization. The exposure and experience gained from implementing product programs with suppliers is most rewarding.

POLICIES/ PROCEDURES

Before setting up a product program, it's always a good idea to attend vendor fairs and trade shows, just to see what's available. For example, Connecticut TELSO has found NESRA's exhibit hall an excellent source for products. Service, pricing, quality, reliability, dependability, and of course credibility, are what we at Connecticut TELSO have in mind when screening our prospective suppliers. Service implies reasonable shipping time, particularly during holiday periods like Christmas. It also means reasonable response time if the shipment needs to be exchanged. The product should always be provided at a discount to employees.

Although a written contract outlining costs, commissions,

supplies, etc., is recommended, our programs have been successful without formal contracts.

Because the implementation of a program takes between one to two months, frequent communication is necessary. Sometimes we ask a supplier to make a one-half to three-quarter hour presentation at our monthly board meeting so s/he can field questions before the board decides whether to use the discount program.

During early contacts, we resolve the specifics: product cost, program timing (lead and set-up time), manner of delivery, destination (to the employee's home or to the main office), whether to include instructional information or inserts in shipped orders, promotional material and techniques, and timing of reports on sales. We receive a commission from our product programs because of the amount of time and effort

involved in initiating and maintaining the programs. Commissions and prices with dates of supply are always monitored when checks or billings are received.

Service and quality monitoring depend on who receives the product. If the supplier sends a product directly to the main office, we monitor the service and quality ourselves.

TELSON'S PROGRAMS

Products: Logo caps, T-shirts, stonewear steins, lapel and stick pins

Order Range: 500-3,000 units

Storage: Locked storage room

Because we were preparing to exhibit in a health fair, our first order was placed a little too quickly. We saw a supplier's name in a newspaper ad and invited him to our main office to make a presentation. We ordered the items we thought would be appropriate, but they weren't.

In early 1984 space limitations became evident when boxes of caps, shirts and steins were delivered to TELSON's office. "Neatly" piled, they covered about 350 square feet, floor to ceiling. No longer was there a clean, attractive and usable office. We had a small storage room, which was adequate but filling up quickly.

We learned valuable lessons from this first bulk purchase. On the positive side, we had an ample inventory of logo items to sell. The negatives were not numerous, but they were significant: reduced office space, too many small T-shirts, and the items were not moving quickly. We solved this problem by using the overstock items as prizes and as gifts to helpful volunteers. We no longer use our original supplier because, as a rule, we are now hesitant to stock and sell items with logos on them.

Products: Defense spray, dining cards, runner's reflective vests

Order range: 12-244 units

Storage: Locked file cabinet

Our supplier initially called our office and set up an appointment to make a presentation. The main office collects the orders from the employee and contacts our supplier. A product sales program is considerably more satisfactory when there is a small inventory and when a new order from the supplier is a phone call away. Space needs can be anticipated and controlled. The dining cards are suitable for intra-company mailings.

With these products, we can add more product programs if we wish without worrying about the space limitations.

Products: Dictionaries, cookbooks, storybooks, ski cards

Order Range: Size of items determines method of employee ordering and delivery

Storage: The main office may have four to six cartons on hand; ski card stock is based on ordering history

Our initial supplier contact was, again, a call-in. He presented the merchandise to the board and implemented the program. Area TELSON representatives place orders with the main office prior to our monthly board meeting. On the day of the meeting, the area representative will deliver the check, and pick up the books from the supplier. The representative distributes the books locally. We always make sure to have some "extras" on hand so we can be flexible.

A system capable of streamlining the employee's order is crucial to the success of distributing a product. Using an area TELSON representative as a liaison between the main office and the supplier has worked well.

Products: Outerwear, walking shoes, food containers

Order Range: None required

Storage: None required

A business associate referred the supplier to us. The promotion materials contain order forms and instructions, so the employees can mail their orders directly to the supplier. The supplier then ships the merchandise to their homes via UPS. This is probably the least time consuming of all the options.

Products: Laser photo prints, jewelry (two suppliers with totally different products), silk floral arrangements

Order Range: None required

Storage: None required

We found these suppliers through referrals from associates. The main office coordinates the suppliers' schedules with our area representatives and we display the products on-site. This gives the employees a chance to speak directly with the supplier. Appointments are set up at least three months in advance. When space permits, we allow two suppliers to display at the same time. The suppliers handle the orders themselves.

PROMOTION

The rule of promotion is that once is not enough: tell the story, tell the story, tell the story! The printed word (e.g., newsletters, flyers, posters, etc.) and word-of-mouth are vitally important tools. For example, we used a four page, color insert in our weekly company paper, "SNET Times" for one of our promotions. The results were most gratifying. The supplier paid for the generic brochure and the cost of the inserts. Employees mailed the order forms to the supplier with a check or credit card information. The products were shipped directly to the employees. The same brochure was included in daily mailings to employees who had requested other information.

Coupons mailed to the main office and informative articles are frequently

GUIDELINES TO USE WHEN SCREENING SUPPLIERS

Requirements

Written program guidelines
Authorized personnel accept written offers
Occupational license
References from customers (or entire customer list)

Additional Steps

Face to face meetings
Visit supplier's establishment

Incentives for Suppliers

Vendor fairs
"Trunk shows" on site

Sources of Help

Local NESRA Chapter Committee
Better Business Bureau
Chamber of Commerce
State/City attorney general's office
City/Local consumer affairs department
Referrals/Networking

Important Considerations

Feedback from employees
Problem resolution
Get legal department's input

*Contributed by Duncan Marks, manager of employee services,
Florida Power Corporation, St. Petersburg, Florida.*

printed in the paper. A published activity telephone number promotes a variety of events and programs. TELSO's organizational structure allows for word of mouth to reach all levels of the membership. Our best promotional method is a good recommendation from members.

HANDLING ORDERS

For most of our programs, the main office handles the orders. Each staff member is responsible for a particular product. One person maintains monthly financial transactions and reports. However, the three staff members share memo information on calls, requests, correspondence, and mail-in coupons. A file on each product is available for


handy reference, showing name, company, in-house mail code, telephone number, date of order, money received, and the date the product was mailed. Are we ready for a computer? We're working on it! For us, our discount programs have done what was intended--promote TELSO through exposure to many interesting products, and encourage new memberships.

SUGGESTIONS/ COMMENTS/ COMPLAINTS

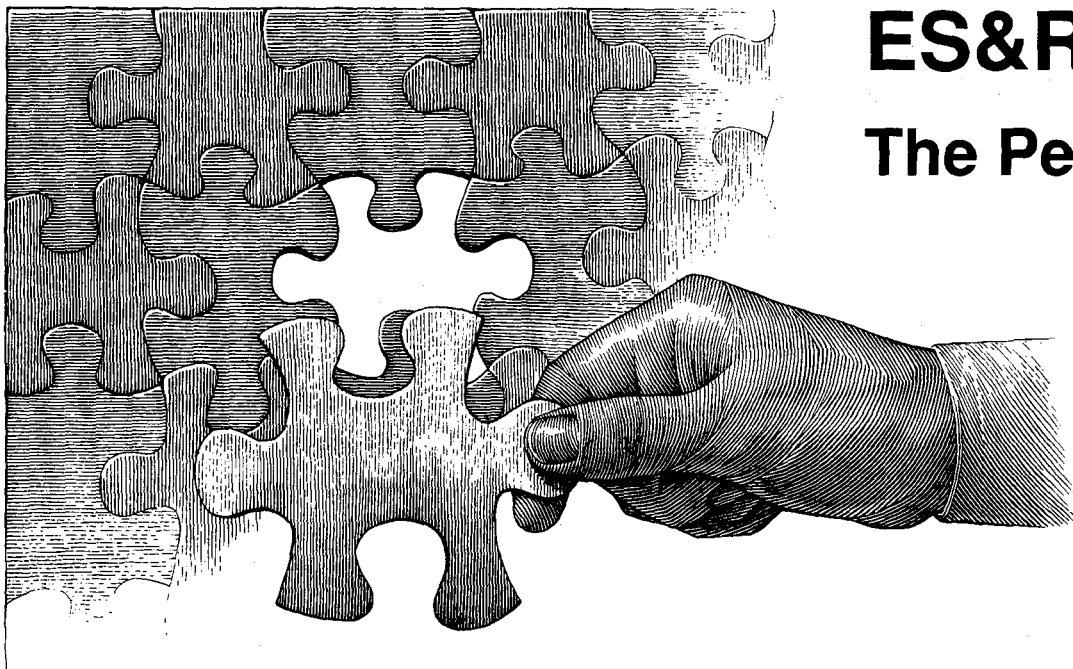
Being familiar with a product may be the difference between someone being interested or disinterested, something purchased or not purchased. Our reputation would suffer if we weren't well-informed

about the programs we offer. Items like complaints, comments and suggestions are handled by our immediate contact or by referrals. Again, the importance of developing and maintaining communication channels is essential.

POINTS TO REMEMBER

- The reasons for the need to screen suppliers include responsibility to members and credibility of the organization.
- Service, price and quality are important factors in implementing product programs.
- Developing an open line of communication with a supplier is essential.
- A written contract is recommended, but a program can function using memos, letters and conversations.
- Monitoring checks, billings, service and quality assures an effective program.
- Supplier meetings are very important in preliminary stages, as is use of all available links of communication. This is particularly crucial when working with out-of-state suppliers.
- Order items in quantities (e.g. bulk, direct, or consignment) that will best suit your needs and available storage space.
- Promote the programs! Let the employees know what's available to them.
- Identify responsibilities clearly to simplify order routines.
- Supplier contacts come from many sources. Some require more research than others, but all should be able to provide references.
- Recognize the opportunities gained from exposure and experience in working with a supplier and developing a product program. 

John Fink is director and business manager of Connecticut Telephone Employee Society (TELSO), North Haven, Connecticut.



ES&R/PR: The Perfect Fit

by Elizabeth A. LeNoir

America's corporations have understood for decades the importance of a good public relations (PR) program in promoting goodwill in the community and helping to influence local public opinion about their organizations.

In the 1950s, favorable public opinion generated support for companies in private and public sectors alike; the spin-offs of elevated sales and stronger in-plant industrial relations were the by-product of the PR approach of post-war industry. Fostered by thoughts of "good company, good pay, and good for the community," employees were proud of their association with their companies, and company loyalties were strengthened. Across much of America the Christmas ham and a family's heritage of multiple generations having worked for the same company created a satisfied, fulfilled workforce.

The tides of social and economic change during the past three decades have so influenced the American workforce today, that the objectives of public relations and human resource programming have been drastically redirected within the corporate community.

Today's worker is better educated, will earn a higher salary, will work fewer hours, and in all facets of life will be surrounded by high-tech computer, robotic and transportation systems designed for speed, accuracy and output. As a result, the labor force has more dollars and discretionary time available today to invest in leisure products, services and activities.

Americans have changed the way they view life in response to technology, to the influence of the media, increased earning potential, and changing work ethics. Technological advances have brought us to a broader, more worldly focus. Two-earner family incomes have now become the American way of life. Concurrently, our expectations about the portion of our lives we spend at work have changed. The employee of the 80s expects more than just a paycheck.

Gone is the gold watch recognizing long-term ties to the same employer. Long-term employment has become scarce, as the market is flooded with young professionals who recognize that four or five job changes during a career may be necessary to stay ahead of inflation.

These economic and social changes have also affected the American family and its impact on the workforce. Industry now faces complex human issues and concerns which are atypical of the workforce of even 25 years ago: a workforce composed of wives, single-again moms, and baby-boomers who seek employment in an attempt to offset inflation, overconsumption and an unstable economy.

Escalating health-care costs are being shared with a workforce whose budgets are already strained by costlier housing, education, spending, inflation and leisure-time pursuits. Consequently, the American worker has become appreciably more concerned about lifestyle, health costs, dependent care, and retirement as the overall size and age of our workforce has increased.

The enlightened employee of the 80s has higher expectations about quality and quantity of life; expectations which are fueled by a greater earning potential, and a greater percentage of discretionary time and income available in the quest for "abundant living."

As the sense of corporate "identity" historically associated with

long-term employment takes a back seat to career moves and job market manipulation, companies have been forced to examine other resources (or different approaches to existing resources) available to help strengthen loyalty towards industry, create pride, and improve productivity.

As a result, the focus of this decade has been a holistic one, emphasizing the value of the person: father, scout leader and on-line supervisor. We now recognize that factors outside the job arena influence our outlook on life and affect our productivity. Industry has realized that today's formula for employee motivation and productivity matches meaningful job tasks with a work environment that provides an opportunity for self-expression and personal growth.

While the PR thrust of previous decades primarily focused on delivering information that would influence public sentiment, today businesses are equally, if not more, concerned with ensuring employee sentiment and satisfaction.

Corporate America has recognized that employee programs can effectively reinforce the company's image on a variety of levels, not only with the employees and their perception of the company, but with the community as well, helping create a work environment that will satisfy employees' physical, social and psychological needs.

The scope of employee programs, ranging from fitness, discounts, travel, dependent care, and employee assistance to sports activities, have evolved as a result of changes in America's expectations and attitudes about work.

Today, industry recognizes that the employees who participate in employee services and recreation programs will be physically and emotionally healthier, will feel better about themselves and their company, will relate better to customers, coworkers and management, and will be more enthusiastic and productive.

But perhaps it is in the fight to attract and retain the highly skilled in

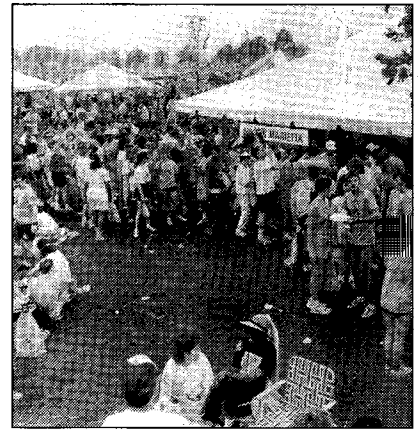
a high-tech job market that there emerges one of the best demonstrations of the fit between employee services and recreation programs and public relations. Businesses in the 80s not only have to "offer" more to attract top employees, but deliver more to retain them.

By providing information on the company's employee services and recreation programs, the recruiter "sells" the picture of what employment is like, about a corporate culture, about a quality of life. This is an important tool in today's very competitive business environment where the young recruit — prompted by an active lifestyle and lofty expectations—wants to know upfront, "What's here for me besides a paycheck?"

A recruit will look carefully at existing employee programs because they best reflect the company's overall philosophy and the degree of that company's commitment to the health and welfare of its workforce.

A tour of fitness and recreation facilities (many times upon request) is routinely included during the interview process, including personal introductions to the recreation and services staff. This increases exposure and develops personal identity with the program. Should that person be hired, s/he will know firsthand where the office is located, what facilities are available, and they will have established a one-on-one relationship with the staff. If the individual is not hired, s/he will return to the sphere of influence (peers/colleagues) and talk about the great things Martin Marietta does for its employees. Business today actively markets its employee services and recreation program because of the message it conveys, both to the potential employee and to the existing workforce.

Many of us have struggled for decades to refute the notion that employee services and recreation programming is nothing more than a "roll out the ball, big four" program—basketball, football, softball and volleyball. But as the prevailing



Employees and their guests gather at the Martin Marietta hospitality tent after the Crescent City Classic.

business climate continues to focus attention on employee services and recreation programming as a tool to gain public exposure, a tremendous opportunity to capitalize on the link between ES&R programming and our company images has evolved.

In order to do this, though, we have to know what we're "selling" (and why), who our audiences are, and what our marketing strategies will be. This can best be accomplished by applying a six-step approach to program promotion.

KNOW WHAT YOU'RE SELLING

The program's "mission statement" must be clearly defined and understood by program management. Participation at Martin Marietta conveys a sense of family, team spirit and camaraderie. The objective of our program is to develop the most important resource Martin Marietta has—its human resource. Thomas J. Peters and Rober H. Waterman, Jr., in their best selling book *In Search of Excellence*, address the issue of the need to foster an environment where "the human being still counts." This is the "message" we strive to convey to our participants.

Each year, Martin Marietta sponsors a hospitality tent for employees and their guests following New Orleans' premier fitness event, the Crescent City Classic world class

road race (see photo at left). The medical director of the program wrote a letter to the president following this year's seventh Crescent City Classic that "the tent was quite an advertisement for the company as progressive and health-oriented;" another employee similarly wrote that the tent was an "admirable indicator" of Martin Marietta's "commitment to its employees and their well-being."

By marketing ideas that will influence perception, attitude and targeted long-range behaviors, we are "welling" the opportunity to improve each employee's quality of life. Through the visibility of our program, the image of a caring and concerned business (equally apparent to our employees and their families) is reinforced in the community.

SOUND PROGRAM DESIGN

It may be the policy of the company to provide recreation and leisure activities for employees, retirees and family members, but what are the specific objectives of the program? How have programs been designed to meet these objectives? If there are several major divisions of the program, what are the major components of each? Competitive programming might include on-site activities, off-site leagues, clubs, tournaments, and special events. An employee services division might include travel, discounts, service awards and employee assistance. Publish these objectives in an appropriate manner, so that management and the workforce has regular exposure to the program as a complete package. Otherwise, the programs that call attention to themselves may be limiting what your public "sees." By nature, some of your programs will sell themselves—the company picnic, the softball league. But we are more than picnics and playgrounds! Programs should be designed so that the activities have wide appeal, offer something for everyone, and are equally accessible to all employees.

IDENTIFY PR OBJECTIVES

Understand the basic principles governing PR activity at your company and tailor your promotional objectives accordingly. The focus of your company's promotional effort might be to provide information or promote ideas which will impact a given population. Develop your promotional program to augment your organization's goals.

DEFINE YOUR PUBLIC

Who do you want to hear your message? By identifying the markets that you want to influence or persuade, you also have the opportunity to convey information about the philosophy of your programs when you develop promotional goals to target each "audience."

For example, through our programs, we attempt to teach our active **employees** to love themselves for their efforts, not only for results; to be their own heroes. We encourage them to discover the rewards that come from participating, not "just winning."

Retirees sport jeweled service award pins and proudly speak of ongoing retiree and employee activities at their companies. They are a visible, but often overlooked PR resource. Our retirees continue to receive information about the company and its programs because they are a significant part of the Martin Marietta "family." Discounts are of particular value to the retiree, and even when they retire to another area of the country, they will routinely call to request discount literature (and an occasional Mardi Gras doubloon). We try to include a personal letter with each package of literature to say "hello," or to remind them we still need them ("How about organizing that bowling tournament we talked about last year?").

Develop special communication pathways to keep **family members** informed. When spouses call for information, encourage them to call again. Employees commonly share

dinner or vacation discounts with neighbors and friends that they obtained through our office. Our equipment loan program supports thousands of family and business outings each year with recreational equipment and seafood boiling pots (a New Orleans' favorite pastime). These services reinforce the company's reputation as an organization committed to employee morale.

In instances where an organization occupies space on a government facility or leases space to other businesses, permit all **co-tenant employees** to participate when possible. To reflect this co-tenant "family," name the on-site leagues appropriately.

Program logos printed on clothing, visors, caps or key fobs can be provided to your **program staff and volunteers** to help unify their efforts, recognize a job well done, and communicate that they are important and appreciated. They will be much better listeners when they are strongly identified with a program.

When senior level **management** from different companies gather, it is not uncommon to hear the proud echoes of CEOs touting the strength of their employee programs. Regular distribution of program information and participation reports to management, works to keep the key decision-maker strongly tied to your programs. Communicate with this specific audience in a language that stresses how your programs are meeting company goals.

The programs themselves communicate much to the general public about what working at Martin Marietta is all about. When we add our company logo to the back of a Blood Center T-shirt to be given to donors at a blood drive, Martin Marietta's support of the community's regional blood program will be visible. When we underwrite charity events or sponsor employee participation in a community fundraiser, we are demonstrating our commitment to significant community programs. When we contract and buy

from area vendors, we are supporting the local economy. When the company sponsors teams in corporate city league activities, participants and spectators from all over the city come to recognize the name of Martin Marietta as the "space people" who do great things for their employees.

When you plan to succeed, you consult the experts! We routinely contact our **colleagues**, the final audience, each time we feature local health experts or the head NFL trainer at our brown bag fitness series, coordinate discounts with area health clubs, utilize undergraduate students in the profession as officials for our sport leagues, or enlist their support to help coordinate a special event. Follow-up letters of appreciation to CEOs, college presidents, and station managers is a very good way to draw the attention of community leadership to your organization's programming.

ESTABLISH SPECIFIC GUIDELINES

Once you identify your target audiences, define the ground rules for releasing any information about your programs. For example, when information is routed, who will receive it? All, or only a portion of the employee population? Your program's guidelines (which should be consistent with the company's PR policies) could include some or all of the following:

- All releases will bear company name and program logo and be prepared, reproduced and routed in a timely and professional manner (Will a sloppy, hastily prepared bulletin board flier be a potential participant's first or only exposure to programs?)
- Concurrently release information on upcoming events to all publicity avenues. Aim: flood the market with information.
- Communicate directly with special interest groups (mail information directly to previous participants; a target group equals a potentially captive audience!)
- Emphasize the participation experience vs. winning only.
- Use themes and creative slogans

when naming events; tie-in name of community facility being used for special events or tournaments. This will increase exposure and the public's identification with your programs.

PROGRAM PROMOTION STRATEGY

Following a comprehensive assessment of your existing promotional mechanisms, develop a marketing strategy for your program. Your plan might resemble the following model:

Know your game plan!

Approach your marketing plan like any other business would approach its. The objective is to increase your audience's awareness of your program.

A. Define your mission (what are you selling?)

B. Analyze your market (who are you selling to—your audiences)

C. Budget for promotional activity
Plan to Succeed!

A. Identify methodology (how you will actually "sell" your ideas, promote activities and events)

B. Identify resources (how to augment current efforts with available in-house and community resources)

C. Identify your PR challenges (how to capitalize on budget, staff, facilities limitations)

Sell, sell, sell!

A. Define promotional protocol

B. Identify vehicles of publicity

C. Segment your market (tailor services to target and special interest groups.)

The image the company maintains in the community (as a company that cares about its employees and the community at large) has automatically been reinforced by an employee services and recreation program that develops the participant as a leader, problem solver, "team player" and community volunteer.


As employee leadership and potential is developed, and as employees, retirees and their families are assisted in their pursuit of physical, cultural and leisure time objectives, the company and the

community become great places in which to live and work.

CONCLUSION

Companies that offer ES&R programs have healthier, more productive employees, and a happier, more satisfied workforce. The employee has improved social and business skills, and is more capable of handling stress on and off the job. Where company loyalty and morale are strengthened by employees who have better attitudes about their jobs, the workforce is stabilized, and its image enhanced in the community. Because of the teamwork between company and community, employees can donate time and talents to club and company-sponsored community activities such as charity softball tournaments, bowl-a-thons and drives for community food and clothing banks. The quality of life in our community is improved, the quality of the portion of our lives we spend at work is improved, and our lives spent away from the workplace is enriched and meaningful. We become better corporate and community citizens, and everybody wins!

From the bastioned tradition of the company softball team of 25 years ago, to the sophisticated marketing approach of the 80's (where well-developed and broad-based Employee Services and Recreation programs actually influence "corporate culture"), indeed—we've "come a long way, baby."

Never has there been a more visible tool that demonstrates to recruits, employees and community alike a company's commitment to human resources and to the quality of life in a community, than the relationship between ES&R programs and good public relations! 

Elizabeth A. LeNoir is a consultant in the field of corporate wellness, and directs the Martin Marietta Manned Space Systems Recreation & Employee Services program at the NASA Michoud Assembly Facility in New Orleans, Louisiana.

Retail Marketing

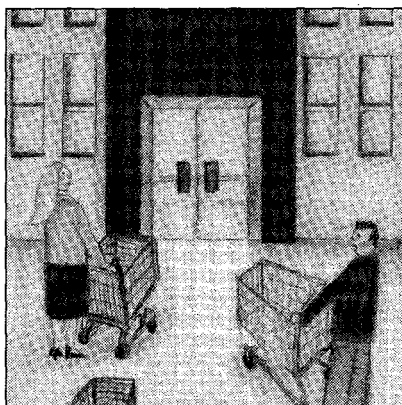
by Randy Schools

As employee services administrators, we must be aware of the marketing function and how it is perceived by our employees and top management. Marketing can provide the base for the future growth of a successful, profitable operation. Marketing is the development of ideas; the coordination of these ideas is used to stimulate your employees to seek the merchandise or service which is being promoted in your company store. When you think of your employee store, you should be thinking in terms of the total concept: advertising, public relations, visual merchandising, and of course, marketing.

THE TOTAL PICTURE

Advertising: Decide how much advertising will be needed and how much it should cost. Make sure it is consistent with your company's image. Be creative—develop themes that are easy to identify and easy to remember. Always think of your audience, the people you want to come to your store.

Public Relations: Disseminate timely information to employees that will capture their attention. Beforehand, set up meetings with your sales staff to keep them informed about upcoming events. Show them the ads and brainstorm for ways to promote each program in a fresh, interest-grabbing manner. Employees should be informed about all scheduled events because they are your image—they meet the customers everyday.



Visual Merchandising: Attract and retain your customers by creatively displaying your merchandise. Make sure the interior displays (e.g., counters and shelves) and the store window show a common theme. When possible, feature your sale items in the windows.

Using special tags for sales promotions, such as 20 percent discount tags on jewelry, will help make the items easier to identify and will help the sales force when they ring up the items. The sales force should also have a price list and a calculator available, so the customer will not be inconvenienced or delayed at the cash register.

Marketing: Marketing your products is easier when you know your audience. Collect data and information to better understand employee taste levels. Be aware of your customers: Do a large percentage of employees come to work in suits and ties, or are the majority in sport or T-shirts? Survey your fellow employees to find out items they feel you should have in your inventory, and then offer those items to them.

CREATING A MARKETING PLAN

All promotions that are well planned usually meet with great success. When you do your marketing plan, decide on the duration of your promotion, including the opening and closing dates. Give yourself ample time to prepare for the event. The rule of thumb on promotion-timing is common sense. It is especially important to promote during peak selling periods. Christmas, Mother's and Father's Day, Valentine's Day and Easter are natural promotion periods.

You should also set goals. Look again at the total picture: Is your goal to bring in new members and customers? Will you be able to provide additional services to your customers once they arrive at your store? Are you giving your customers the best possible program available?

Select an Employee Advisory Board: Meet with this group four to six times a year. Get their input on items, pricing and store hours. Get their advice on promotions they feel would work with your employees. Work with them to ensure that you have an ample variety of merchandise on hand to satisfy the increase in demand your promotions will produce.

Once you have set your goals, use all the means that you have available—and don't forget to use your imagination—to achieve your goals. For example, flyers, company newsletters, bulletin boards, in-store displays, cafeteria tent cards are all tools that catch the employee's attention.

Because you want your employees

to be aware of your existence, you must continually promote the items in your store. Keep the name of your employee store on their minds.

It is possible to over-do promotions, though. Make sure you have a specific theme and a valid reason for your promotion. Also, learn to recognize a flop. It's impossible to succeed every time. Learn from your mistakes, make modifications, develop new formulas, and rethink your timing. Next time, success can be yours.

PROMOTION IDEAS

Below are some of the programs we have utilized at our stores at the National Institutes of Health:

- **Appliance of the Month:** Select a radio, television, small household item, etc., from a local distributor and feature it in your newsletter. Sell it at a discount to create interest and, hopefully, extra sales. Most manufacturers such as Sony, Sanyo, Panasonic and Texas Instruments have camera-ready artwork, to help you prepare your ad.
- **In-Store Coupons:** During our membership drive, we present each employee who joins our association with a monthly coupon that will save 10 to 25 percent on specialty items, such as a logos, T-shirts, sweatshirts, box cards, candy, etc.
- **Special Sale Days:** On St. Patrick's Day, anyone who finds green on the label, or green on the item purchased, receives an extra 10 percent off the item. Other days we give 10 percent off on red, orange, or blue items.
- **Store Bags:** We list all of our recreational and special events on our store bags. They are reminders to the employees that they have a variety of activities in which they can participate.
- **Special Sales on Items:** For our film sales, all film is marked 10 to 20 percent off. These sales are for a

limited time period.

- **Special Contests:** If an employee brings in the film-developing receipt, s/he is entered into a contest. Prizes can be items such as tickets to sporting or cultural events. After the employee has purchased a "baker's dozen" (13 film developments), s/he is given the next film development free.


Other stores have used the following special-feature promotions:

- **Merchandise promotions:** Annual T-shirt sales, after-hours sales, early morning specials which are held from 9 am to 11 am (traditionally a slow period for the stores).
- **Educational Programs:** The employee store may provide cooking classes or programs in sewing, quilt-making, needlepoint, or flower arranging just to name a few.
- **Samples:** Work with a candy manufacturer to have samples available. Similarly, offering small samples or vials of cosmetics, powders, perfumes, lotions, all help to add life to your stores.
- **Fashion shows:** To generate community interest in your store, join forces with a local store, use employees as models, and use your logo items during the show.
- **Shopper's Specials**
- **Discount Sales**
- **Round-the-Clock Sales**
- **S.O.S. Sale (Scratched, Old and Soiled)**
- **Clean Sweep Sale**
- **Lemon Sale**
- **White Elephant Sale**
- **Boss is Away Sale**
- **Tent Sale**
- **Million Dollar Sale**
- **Coupon Books**
- **Dollar Days**
- **Outdoor Selling**
- **Auctions**

CONCLUSION

To be a successful employee store marketer you should focus on these proven key elements of promotion: attract attention, intensify interest in

your store and give the customer your undivided attention. They will return and contribute to the growth of your company store. The appeal of the store is influenced by a total marketing plan that includes advertising, public relations and visual merchandising as its components.

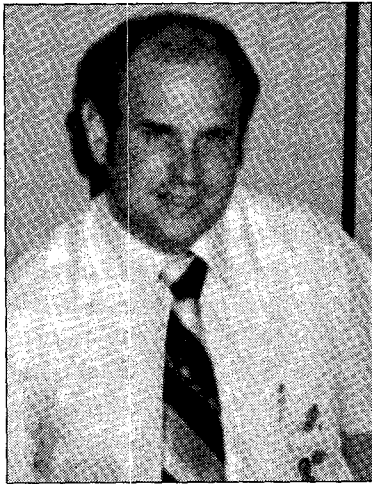
Marketing for an employee store can not only be profitable, it can be fun and provide a creative outlet. Use sound business practices and common sense when planning your marketing program. Be aware of your customers; learn what they want and desire and provide it; know your local retail climate; visit as many stores as possible; read their ads to learn how they write copy; visit their stores to learn how they make their presentations; see their displays, watch how customers react to their promotions. A sound marketing plan can open new avenues of resources for you and your employees. 

Randy Schools, CESRA, CAE, president-elect of NESRA, is general manger of the Recreation and Welfare Association at the National Institutes of Health, Bethesda, Maryland.

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What is your most profitable revenue-generating program?



**Dennis Mullen, manager,
Pratt & Whitney
Aircraft Club, Inc.**

A corporate surplus tag sale is one of the best revenue-producing events The Pratt & Whitney Aircraft Club, Inc. has used in recent years. The Aircraft Club, Inc. is a private, nonprofit corporation that services the Connecticut Pratt & Whitney employee population of 26,000 people, located in five plants within a 35-mile radius.

Management of Pratt & Whitney initiated the idea based upon the success of a similar program conducted at the plant in West Palm Beach, FL. The motivation was based upon the need to dispose of office equipment and furniture that was no longer useful, yet too good to be thrown away. Many employees had voiced an interest in the surplus items. However, corporate policies, security problems and the mechanics of fair and equitable distribution to all employees, required the development

of a program to monitor an orderly distribution. The concept of a corporate tag sale was born. All of the surplus items were donated to the employees club, and the proceeds of the sale went to the club.

The first sale in Connecticut was conducted in 1982. It was a massive event that drew approximately 4,000 employees, and lasted only a couple of hours before everything was claimed and removed. This initial event was a learning experience. We conducted it on company property and it involved about 30 employees who were paid by the company and about 175 volunteers. After this first event, we decided smaller, manageable events would be more practical.

The company surplus tag sale concept has been conducted annually since then. The event now draws approximately 1,000 to 1,500 people. It continues to be a cooperative event that requires the involvement of approximately 50 to 65 volunteers as well as paid staff to administer and prepare for the event. A considerable amount of heavy work is required to off-load trailers of office furniture, file cabinets, etc. This is where the company support is absolutely necessary. For materials that are large and heavy, a forklift and an experienced operator is necessary, as well as the muscle to display the goods for sale.

Proceeds from the 1988 event netted the Club \$6,500 profit, which went into the general operating fund. This sale involved about 10 trailer trucks of items including:

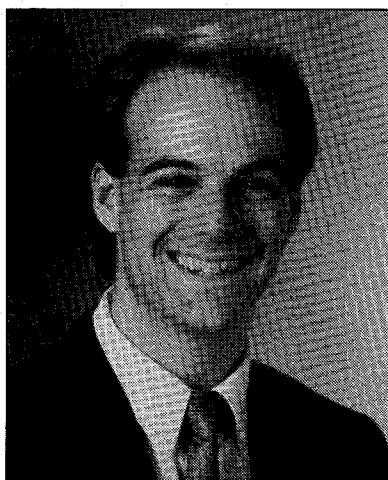
- 30 metal shelving units
- 10 drafting tables
- 10 wood or metal tables
- 100 chairs
- 150 telephones
- 500 lbs. of used files
- plumbing supplies
- bookcases
- extra ceiling tiles
- 200 bench legs
- miscellaneous goods

- 60 file cabinets
- 125 desks
- 20 work benches

The sale area was set up in six or seven zones, each with a group leader working with a team of volunteers. The volunteers sold, handled payment, marked goods "sold" and supervised the claiming procedure. The group leader made all of the subjective decisions required in that zone. All items were ticketed in advance and priced to sell. However, if items did not sell at those prices, markdowns and negotiating were done by group leaders in each of the zones. Many compromises were required, particularly in the last hour of the sale when the objective changed from selling to getting rid of anything that was left. At the end of the sale, the debris was trashed.

Other work groups are required for traffic control, and assisting employees to load their vehicles and to remove all items that are sold from the property. The final wrap-up group does the work for the volunteers' cookout that follows the event. In general, it is a fun day.

The success of the event is guaranteed when it is based upon the principal that everyone wins. The corporation wins, the employees' club wins and best of all, the employees win. The score at the end of the game is three wins and no losses.



***Jeff Cornish, manager,
employee activities and
recreation services,
Weyerhaeuser Company***

At Weyerhaeuser Company, we currently enjoy several successful revenue-generating programs within our Health/Fitness/Recreation Department. I will describe a few of these programs in detail.

I should mention first that the inception of our profit-producing programs came about after a lengthy redesign of both the attitudes of our workforce towards employee services and recreation (ES&R) programs, and a strategic realignment of our ES&R unit to better match our company's business goals.

To ensure our success, we've learned to focus intensely on our customers' specific requirements for satisfaction, rather than just providing what we think they want.

Secondly, our new success is a result of the reemphasis of the contributions of our ES&R unit to the company's business objectives. Through organization development, work and employee education, we've demonstrated to our corporate culture that the benefits of ES&R programs are essential to good business.

Our most successful revenue-generating program is part of our

Outdoor Recreation Program. Based on customer interest, our department has a full-time outdoor expert to provide customers with high quality outdoor experiences. Our employees enjoy going to exciting outdoor destinations for an affordable price and the convenience of having quality gear, transportation and expert guidance provided. The company realizes their objectives of enhancing employee self-development, stress reduction, teamwork, interaction and morale.

Each year two or three separate groups of 15 customers each travel to Alaska to hike. It is a 10-day backpacking trip over some of the world's most scenic country. We charge \$1,000 per participant (about 50 percent below retail) and net \$4,000 to \$5,000 per year with these trips. Everything is provided except the individual's boots and personal clothing.

Another program we offer includes participants and management as customers, contributing revenues to balance costs. Team Challenge is a company-wide computer-assisted contest designed to motivate and enhance the employee's ability to maintain an active lifestyle. All of our 40,000 employees are invited to "take the challenge" by performing and recording the physical activities they enjoy doing during work and leisure. When employees run, walk, dance, chop wood, garden, swim, bike, hike, clean house, mow the lawn, etc., they earn "points" for their "team" (usually a specific department or division). Participants pay a \$9 entry fee to take the challenge, which lasts three months. This fee covers computer time, support materials and awards. Participants receive a personal activity plan to show them how to feel more fit, healthy and more positive about themselves.

The company contributes revenues to cover the staff expenses of the program. Team Challenge boosts company morale and contributes to productivity by generating employee enthusiasm, needs, satisfaction and

health status changes. We think Team Challenge works because it isn't facility dependent and it embraces a variety of activities both on the job and during leisure. The goal of the program is to generate enough revenue to offset the costs of trying to get every employee to participate.

We also have programs in which management is the sole customer and sponsor. Revenues are generated through charging the company directly. Our ES&R unit bills the company for services provided to manage the interoffice bulletin boards. There are 70 boards located throughout our headquarter's region. Management wants each board to be an effective means of communication as well as to reflect the corporate value of quality. Management also wants to prevent inappropriate materials from appearing on the boards. To end this, our unit formed a management and employee forum to develop policies and a suggested template for bulletin boards. We negotiated a \$4,000 per year service fee to provide the needed results. Volunteer employees post the materials we screen and distribute to each location. Volunteers receive a cash award if theirs is the "best bulletin board of the quarter." To add value to the program, our unit provides an "employee only" classified advertising service. Employee ads are collected, screened and produced for posting every two weeks. Employees are very happy to be able to list their "for sale" items and have great results.

ES&R programs enjoy a great marketing and revenue-generating potential. Often there is no other unit within an organization that has the ES&R unit's expertise, ability, and interest to satisfy customers to such a great extent and scope. By offering "world class" levels of quality, ES&R programs generate extremely high levels of employee satisfaction and can meet management's business objectives. The compensation such a program receives should also be "world class."



***Jim Urick, manager
3M Company***

With continuing budget constraints and increasing operating costs, the importance of revenue-generating programs is rapidly becoming evident. At 3M, we not only have a very comprehensive activity program to administer, but also a 484-acre recreational park to operate. We have several successful revenue-generating programs which I will elaborate on, rather than singling out just one or two.

Three of the most successful programs we have are associated with corporate products and involvement. When 3M decided to become a worldwide sponsor of the 1988 Olympic Games, they received hundreds of requests from employees for "logo" items. In response, we offered everything from Olympic pins, caps, shirts, sweaters, mugs, golf balls, towels, jackets, sport bags, etc. The 3M Employees' Club volunteered to handle the individual item requests, since no one else was set up to handle such requests. One of our staff people devoted 50-60 percent of her time for 18 months. In that period, we sold over \$360,000 worth of Olympic logo items, and made approximately

\$60,000 for the employees' club.

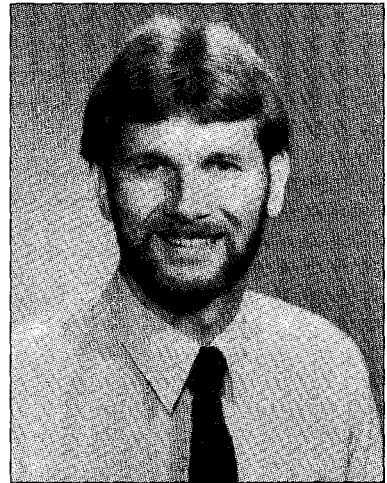
We also take a company product which isn't quite up to our high quality standards and package it for "employee sales" only. This product would normally have to be scrapped or reworked, but is perfectly good for everyday normal use. We sell our "packaged seconds" to the company store for resale to our employees. We've never received a quality complaint, and generate about \$10,000 a year for the club.

We also promote two clothing manufacturers that sell jackets and coats with 3M Thinsulate® insulating material by mail order to our employees. The Employees' Club receives a rebate per item sold, and it makes around \$10,000 per year. We also sell family books from a publisher's clearing house at tremendous savings to our employees. In the first eight months of the program, we made over \$5,000.

Another money generator is our button-selling contest at community events. All employees who participate are eligible to win great prizes and a grand prize trip. In addition, for every 10 buttons sold, they get into several random drawings of \$100 each. We get 50 cents per button sold from the organization promoting the event. We sold over 7,600 buttons last year for one event. We don't have any volunteers involved in these easy to administer programs (other than button sales), but we use the equivalent of one full-time staff person's time. If you don't have a staff person, choose the number of volunteers needed based on their time commitment.

To get started in programs that generate funds, I would first draw up a set of guidelines, and get the proper management support. Then, pick one or two programs a year and do them right the first time.

Good luck, and let everyone know about your revenue-generating successes and failures. That's what NESRA networking is all about.



***Jeff McCall, senior fitness
and recreation specialist,
Xerox Corporation***

Are you looking for a program which operates on limited staff hours and offers high profits, customer convenience and guaranteed satisfaction—and you receive all the credit? Film developing could be the answer to increasing your revenue.

Whether you are a full-time ES&R manager, a multi-hatter human resources manager or a volunteer leader of an employee association, your time in researching a new revenue-producing program is important.

A film developing program in your company store, or central, on-site location, provides employees with a service they'd otherwise need to travel off-site to use—and it generates revenue.

Our employee association started the film developing program in June, 1987, and it was well received by staff members. The program generated \$875 in 1987 and \$1,300 in 1988. The program is easily maintained with an hour per day of administrative time. The vendor provides much of the promotional material. The revenue generated from this program allows our association to subsidize and lower the cost per person at many of our annual events. This win-win situation eases the

burden of relying totally on the company to support our events.

The following steps will assist you in selecting and establishing a film developing program:

- **Selecting a vendor:** Review your NESRA or local chapter associate member list to find a film developing vendor. If none are available, consult your local phone book. Contact the vendor and schedule a sales call with him/her. The vendor should provide you with an overview of the program and reference letters from other companies in the area that utilize their services. It is appropriate at this time to negotiate your profit margin or discounted price with the vendor. Ten percent is a good standard.

- **Opening the accounts:** You will be given directions from the sales representative as to how to establish your accounting procedures. Consult your company accounting department to find out how to maintain your

nonprofit status. It is important to note that you must report the sales tax income to your accounting department. This tax, and any other state or federal taxes, must be paid.

- **Publicity:** The vendor will provide you with as many film developing drop-off stations as you decide are needed. Place your advertisements around each station as well as on your bulletin boards, newsletter and payroll envelopes if permitted. Directions should be easy to read, and a sample envelope should be at each station. Post a telephone number in case there is confusion in filling out the forms.

- **Special Discount Programs:** Once the initial excitement of the program has worn off, contact your sales representative to schedule special discount weeks. Specials like a second set of prints free, baker's dozen—process 12 rolls and get a 13th roll free, \$1 off coupons and give-away drawings to the partici-

pants who utilize the program that week. Include free film or free film processing.

- **Club Incentives:** Provide your special interest employee clubs with package deals. Examples might be the employee camera club, hiking/backpacking club, and an employee photo contest. Another population to remember is the retirees or senior citizen club.

- **Customer Satisfaction:** To ensure that the program is a success, you must have a clear understanding of the program and a good working relationship with your sales representative. The return/exchange policies must be clear and concise. Remember, for every unhappy customer you have, they tell 10 other employees not to use your service. Word of mouth publicity will make or break your program.

Film processing—an easy revenue producing program that is just waiting to give you the credit you deserve. ☺

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EATING RIGHT

A No-Nonsense Guide to a Healthy Diet

by Penelope Edwards, MPH

The way we fuel our bodies is not only vital to maintaining optimal energy levels throughout the day, it can make a substantial contribution to long-term health. Studies show that understanding how the body needs and uses the components of that fuel can help people adopt a healthier eating style. What are the main ingredients in a healthy diet? The proper blend of protein, carbohydrates, vitamins and minerals.

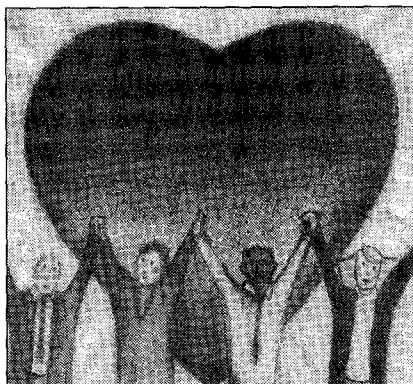
PROTEIN

Protein provides our bodies with amino acids, the building blocks of life. Primarily needed to build, repair and maintain body tissues, protein also functions to fight infection and build brain chemicals, enzymes, hormones and red blood cells needed for proper growth and health.

Adults need about 45-60 grams of protein daily, or about two to three 3-ounce protein servings. It's fairly easy to obtain enough protein in the course of a day. For example, a dinner consisting of roasted chicken (4 ounces), brown rice (1 cup), peas (1/2 cup) and a glass of low-fat milk supplies the U.S. Recommended Daily Allowance for protein.

While most people eat more than enough protein, some individuals run the risk of getting too little. Anyone continually dieting can fall into this category, particularly those engaged in regular vigorous exercise.

Recent studies suggest very physically active people require slightly more protein than their sedentary counterparts. Usually, active people,



who burn many calories, obtain more protein from the bigger portions of food they consume. However, when a diet provides too few calories, then a greater portion of those calories should come from protein-rich foods - closer to 20 percent of calories instead of the 12-17 percent provided by the average diet.

Another "at risk" group are people, often the fitness-minded, who don't really consider themselves vegetarians, just "non-meat-eaters." Typically, they might have fruit for breakfast, an enormous salad for lunch and steamed vegetables and rice for dinner.

Unlike animal proteins, vegetable proteins are not complete in all the amino acids. So vegetarians and light meat-eaters are wise to combine complementary vegetable protein sources (like rice with beans and peanut butter with whole wheat bread) to make complete proteins. Another effective way to increase the quality of vegetable proteins is to add a small amount of skim milk, eggs, yogurt, cheese or tofu to the menu.

CARBOHYDRATES, VITAMINS AND MINERALS

Unlike protein, carbohydrates have gotten the bad reputation of being "fattening" and "something to avoid," when what's generally fattening is the butter and other rich toppings we put on them. In fact, one gram of carbohydrate yields four calories, the same amount as one gram of protein, and less than half the amount of fats and oils, which supply nine calories per gram.

Carbohydrates are an important energy source for your brain, nervous system and muscles. Found in two forms, complex and simple, carbohydrates should optimally comprise about 50 to 60 percent of our daily caloric intake. The easiest way to think of this: roughly two-thirds of the plate should be covered with complex carbohydrate-rich foods, about one-third with protein.

Smart eaters will limit simple carbohydrates like the refined sugars found in bakery products, candies and soft drinks, aiming for more of the complex carbohydrates found in whole grains, rice, pasta, and starchy vegetables like potatoes and legumes or beans. These foods are low in fat, relatively low in calories, and a good source of minerals, B-complex vitamins and natural fiber.

The fiber, vitamins and minerals from whole grains, fruits and vegetables, as well as citrus fruits, yellow and green vegetables are strongly associated with a lower risk for certain

cancers and heart disease. Yet the average American eats only 11 of the 20 to 40 grams of fiber recommended daily, and only half of the five or more 1/2-cup portions of fruits and vegetables recommended daily by the Surgeon General.

To help lower the risk for colon and stomach cancer as well as cancer of the lung and esophagus, include more yellow and green vegetables and fruits like oranges, grapefruits, cantaloups, broccoli, brussel sprouts, spinach, cabbage and sweet potatoes. Almost everyone is aware that the soluble fiber of oat bran and many fruits and vegetables may have beneficial effects on blood cholesterol levels and arteries. But remember, too, that the other kind of fiber — insoluble fiber from whole grain products, wheat bran and fibrous vegetables is just as important. With it's "roto-rooter" action, insoluble fiber helps reduce the risk for colon cancer, and other kinds of intestinal and bowel diseases.

FATS: STILL THE DIETARY VILLAIN

In addition to providing a storage form for energy and insulation for our bodies, fats help keep hair and skin healthy and serve as carriers for fat soluble vitamins. Yet despite the important functions they perform, fats still rank high on the list of dietary villains. That's because Americans on the whole, still get more than the recommended 30 percent of their calories from fats.

Most consumers already know how to cut back on fats: We're replacing well-marbled red meats with leaner cuts; choosing more skinless poultry and fish; using low or non-fat dairy products; and broiling, baking, grilling or steaming foods instead of frying them in fat. We've also become more sophisticated shoppers, ferreting out hidden saturated fats like

palm and coconut oils in processed foods and reading labels to find out what percent of the calories in that food come from fats.

While we still need to work harder on reducing total fat intake (especially animal-source saturated fats), research indicates that certain kinds of fats might actually be beneficial, when eaten in moderation. Including three to four servings of cold water fish like salmon, tuna, mackerel and sardines in the weekly menu, for example, provides heart-healthy omega-3 oils. Some findings suggest that olive oil is as good as polyunsaturated vegetable oils (safflower, for example) at lowering LDL cholesterol (the more "harmful" cholesterol), and may even be better at preserving levels of HDL cholesterol (the more "beneficial" kind).

Follow this daily checklist to reap the benefits of a protein-rich, low-fat diet:

- Eat enough protein (45-60 grams, or two to three 3-ounce servings)
- Eat five or more 1/2-cup portions

of fruits and vegetables

- Eat a minimum of six servings (1/2 cup, or 1 slice of bread) of breads, cereals and beans
- Avoid caffeine
- Avoid snacks high in sugar
- Eat low-fat foods
- Avoid the over-ample, highly rich lunch
- Don't skip meals
- Avoid alcoholic beverages late at night
- Take a minute to stretch during the day
- Try a 10-15 minute walk after lunch

Regardless of whether it's for weight loss or for healthful living, the best diet is a sensible one. Fueling your body with the right balance of protein, carbohydrates, vitamins and minerals, and avoiding fats, will help you achieve your personal health goals.



Penelope Edwards, MPH is a nutritionist at Bronson Pharmaceuticals, La Canada, California.

INSTEAD OF

TRY

White bread

Whole wheat bread or rolls

White rice

Brown rice

Mashed potatoes

Baked potato in the skin

Traditional applesauce

Unpeeled apple (or applesauce made with the skin on)

Orange juice

Orange (the more naturally ripened, the better)

Processed cereals

Whole grain cereals (hot or ready-to-eat)

Potato chips

Popcorn (lightly seasoned, if at all)

Sour cream dip

Bean dip or hummus

New Reflective Wristbands



The new Lightwave Reflecting Wristband from Walk For Life could save your life. The Lightwave wrist/ankle band makes the wearer visible to traffic at night. Like a road sign, it is a powerful reflector, and when worn on your wrist or ankle, it alerts drivers of your presence.

Children, runners, bicyclists, walkers, motorcyclists, senior citizens, night workers or anyone outside at night is immediately visible when wearing the Lightwave Wristband. This low cost, quality constructed band features a stretchable, reflective coating with an absorbent underside, and is also washable. Headbands of the same construction are also available.

For more information, contact Walk For Life, P.O. Box 92, Grinnell, IA, 50112, (515) 236-6209.

Refresher Audio Tapes Available

Simon & Schuster offers a new audio tape line, "Audio Energy: The Refresher Series," four subliminal audiocassette programs designed specifically to revitalize, refresh and energize the listener.

Each program offers self-

acupressure techniques, subliminal affirmations and New Age music to help the listener extend the effects of the audiocassette program into the rest of their day.

"The Wake-Up Refresher: Extra Energy to Start the Day" leads the listener through a quick and easy routine that boosts circulation and speeds oxygen throughout the body for a vital, wide-awake feeling.

"The Traveler's Refresher: Extra Energy On the Move" is a complete workout to combat the fatigue and tension that accompany travel and commuting. The series of quick, simple exercises can easily be performed while sitting on a plane, in a hotel room, or anywhere.

"The 5:00 Refresher: Extra Energy After Work" revitalizes the listener after a workday as it guides the listener through a targeted massage to the body's key energy points.

"The Smoker's Refresher: Greater Energy to Break the Habit" helps the listener battle both the physical and psychological urge to smoke. This program offers deep breathing, visualization and self-acupressure routines to combat the smoking habit when the urge hits.

For more information, contact Simon and Schuster Audio Division, 1230 Avenue of the Americas, New York, NY, 10020, (212) 698-7179.

Hotel Discount Membership Announced

The Privilege Card announces a lodging membership program which allows travelers to save up to 50 percent off hotel room rates.

Members present their card when checking into any of the over 2,600 participating hotels and receive up to half off the room rate on a space available basis. Travelers can make reservations at discounted rates up to

45 days in advance, and there is no limit on the number of times s/he can use The Privilege Card.

Hilton, Best Western, Howard Johnson, Holiday Inn, Radisson and Ramada are among the many participating hotels located in primary and secondary cities throughout the continental United States, Hawaii, the Caribbean and other resort areas.

Members receive updated hotel lodging directories biannually, and also receive a free quarterly newsletter, "The Privilege Report," which lists hotel specials, promotions and travel tips.

For more information, contact The Privilege Card, 3473 Satellite Blvd., Suite 200, Duluth, GA, 30136, (404) 623-0066.

Eating Disorder Video

The International Center for Sports Nutrition, (ICSN), introduces, "Eating Disorders and Athletic Performance," a 1/2 inch VHS color video tape which is approximately 15 minutes long.

This video includes testimonials from recovering anorexic/bulimic athletes. Dr. Robert Voy, director of the Sports Medicine and Science Division of the U.S. Olympic Committee, and Dr. James Madison, director of the Eating Disorders Program at the University of Nebraska Medical Center, provide additional cause and effect information on eating disorders. Topics discussed include athletes at risk, physiologic effects of eating disorder behaviors, proper methods for weight loss, factors precipitating anorexia/bulimia, influence of coaches and indicators of an eating disorder in athletes.

For more information, contact ICSN, 502 S. 44th St., Suite 3012, Omaha, NE, 68105, (402) 559-5505.

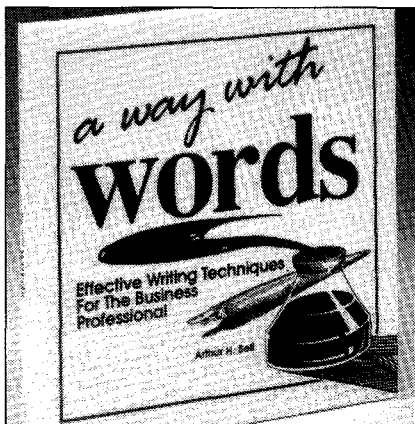
Giant Pool Game Available

Ideal for recreation facilities such as hotels, campgrounds, parks, and corporate recreation centers, Leisuretime Products and Services Corp. offers Malletpool, a giant pool game.

The package includes a rail system, bumper, six-pocket cups, four rugged custom mallets, balls, rack, artificial turf, hardware sign, instructions and rules. The game can be quickly installed by fastening it to a concrete slab or wooden platform. The playing area measures 8 ft. x 16 ft. Two game versions are available.

For more information, contact Leisuretime Products and Services Corp., P.O. Box 17085, Plantation, FL, 33319, (305) 973-9342.

Business Writing Book Offered

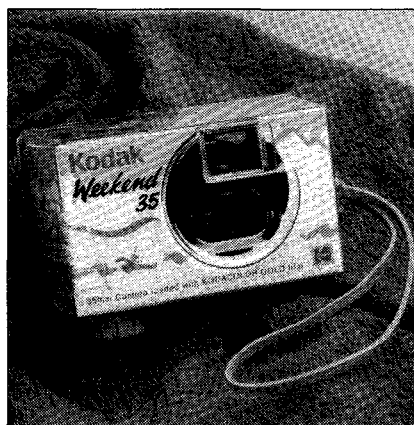


Asher-Gallant Press announces the publication of *A Way With Words*, which offers effective writing techniques for the business professional. This book provides over 50 writing samples from successful executives including model letters, reports and proposals. Readers will learn how to convey crisp, clean messages, present logical patterns of thought and arrange words

effectively, as well as how to write with emphasis and influence.

For more information, contact Caddyak Systems, Inc. Dept. PZ 131 Heartland Blvd., P.O. Box W, Brentwood, NY, 11717-0698, (800) 523-9080. or to order, call (800) 523-8060.

Waterproof, Single-Use Camera Available



Eastman Kodak Company introduces the Kodak Weekend 35 camera, a water-resistant, single-use camera. Designed for active, sports-minded picture-takers, it is sealed in protective transparent plastic and loaded with 35 mm Kodacolor Gold 400-speed film.

The new all-weather camera, features a rugged, ultrasonically sealed transparent plastic housing which protects the camera from moisture, dirt and dust. The plastic capsule also helps protect exposed film in the camera.

To operate the focus-free Weekend 35 camera, picture-takers aim through the optical plastic viewfinder, press the shutter button and advance the film with the wind knob.

The viewfinder is optically designed to give users a clear view of their subjects, even when aiming through scuba masks or ski goggles.

For underwater picture-taking, the Weekend 35 camera may be submerged to a maximum depth of 12 feet.

When users have taken their pictures, they simply bring the entire camera to their local photofinisher, who removes the film for conventional processing.

For more information, contact Eastman Kodak Company, 343 State St., Rochester, NY, 14650, (716) 724-4816.

Implementing A Cholesterol Program

The faculty from The Pawtucket Heart Program (PHHP) offers a series of workshops nationwide entitled "Designing and Managing Community Cholesterol Control Programs." PHHP is one of three federally-funded community intervention trials designed to test population-based approaches for the prevention of heart disease. Stanford and Minnesota are the other two large-scale projects funded by the National Heart, Lung, and Blood Institute.

The two-day training workshop will blend lecture/discussion sessions with hands-on practical application of the skills and techniques required to conduct a comprehensive cholesterol control program.

Workshop participants are given a detailed description of how to perform skills required for each of three stations at a cholesterol SCORE: registration, intake, cholesterol measurement, summary and referral.

This workshop is offered at various locations across the country. Groups of 20 can request a workshop in their area.

For more information, contact Pawtucket Heart Health Program, 111 Brewster St., Pawtucket, RI, 02860, (401) 728-7591.



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NESRA NETWORK

REGION I

Director—Gloria Roque (212) 456-6043

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque: (212)456-6043.

Connecticut Employee Services and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen: (203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie: (617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Karen Moonan: (716) 266-8852.

REGION II

Director—Dick Haggerty (703) 750-4411

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall: (614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Vicki Seidel: (513) 662-2300.

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League of Federal Recreation Associations/Washington, D.C. Contact Arlene N. Williams: (202) 479-0089.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander: (609) 547-8284.

Warren and Youngstown Employee Services/Warren, Ohio. Contact Gary Holby: (216) 783-2860.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge: (301) 681-4183.

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Director—Beverly Weiss (313) 471-8654

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact

Jesse Guerra: (312) 840-4305.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Beverly Weiss: (313) 471-8654.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Bair: (219) 267-9389.

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Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead: (803) 725-7543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones: (615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson: (904) 646-2781.

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric: (407) 356-3365.

REGION V

Director—Jim Urick (612) 733-6225

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd: (612) 459-1482.

REGION VI

Director—Pamela K. Hahler (303) 744-5226

Denver Area Employee Services and Recreation Association/Denver, Colorado. Contact Pamela K. Hahler: (303) 744-5226.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner: (314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush: (713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Diane Rollins: (817) 232-6495.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Debbie Charo: (512) 498-1652.

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Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Beth Barton: (714) 354-2171.

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The 1990 NESRA Conference and Exhibit will be held May 16-20, at the Hyatt Regency Crystal City in Washington, D.C. For more information, contact NESRA Headquarters: (312) 562-8130.

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MISSION STATEMENT

To serve the organizations and individuals responsible for providing employee services, recreation and fitness/health programs through education, information & professional development, thereby enhancing employee lifestyle and positively influencing productivity and profitability.

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NESRA's Education and Research Foundation develops and collects information on the latest trends, methods and techniques in employee services and recreation and reports findings to members. The studies enable our members to evaluate their programs and to keep informed of trends.

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This 2nd Edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much more.

Member Price—\$20.00
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An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

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The Best Child-Care Option For Your Employees (New)

This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

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A comprehensive, 238-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

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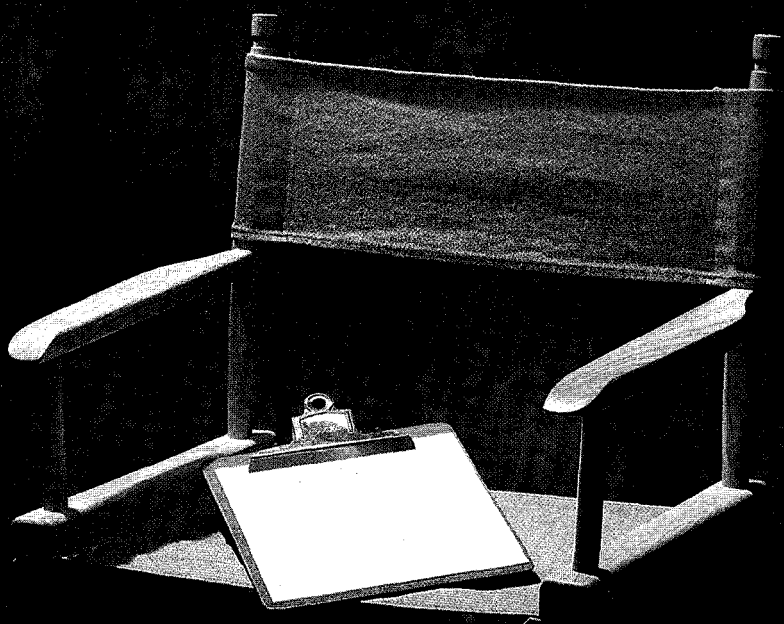
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AUGUST, 1989



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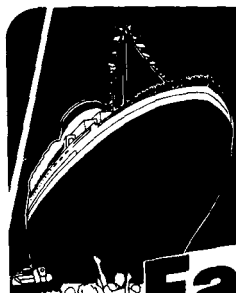
NESRA.

**Because employees
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 4,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

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Managers are often challenged with keeping volunteers motivated. Read this month's cover story, "The Direct Approach to Motivating Volunteers" to analyze the variety of volunteer motives, and how to use these reasons to keep them motivated.

A service award recognizes an employee's dedication and shows other employees their efforts will be recognized as well. Find out how to make the most of a service award program by reading, "Service Awards: Are you Getting Your Money's Worth?"

This month's case study is an interview with Eugene Calabrese, president of the Prudential Recreation and Athletic Club in Jacksonville, Florida. Read "The Transition from ES&R Volunteer to Paid Professional" to gain insight into ES&R programming and management's perception of its value in the workplace.

If you attended NESRA's 48th Annual Conference and Exhibit but missed one of the concurrent sessions you wanted to see, or if you weren't able to attend the conference, read "New Visions, New Ventures," which recaps the sessions and events of a successful and exciting conference "venture".

NESRA is proud to announce the establishment of a new Employee Store Section membership. Read the special announcement on page 39 to find out why NESRA included this membership section and designed it to meet the special needs and interests of Employee Store managers.

And don't miss this month's ESM Bulletin, which encourages you to attend the Region VII Annual Conference and Exhibit; the Employee Store column, which analyzes merchandising techniques; the Travel department, which highlights European shopping tours; and learn how to start a walking program in August's Health Promotion Update.

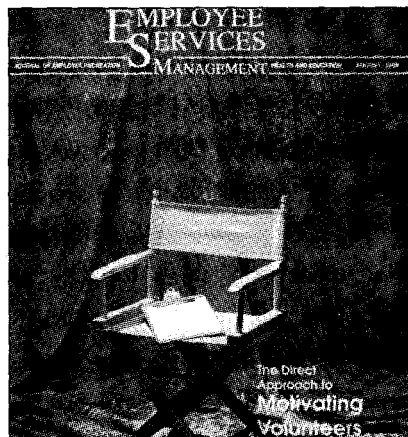
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 - PRERETIREMENT PLANNING
 - RETIREE HEALTH-CARE COSTS
- TRAVEL SPOTLIGHT-WASHINGTON, DC

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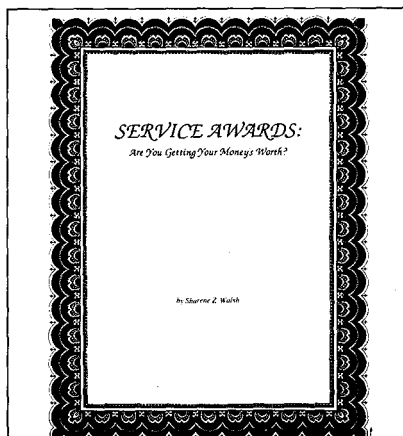
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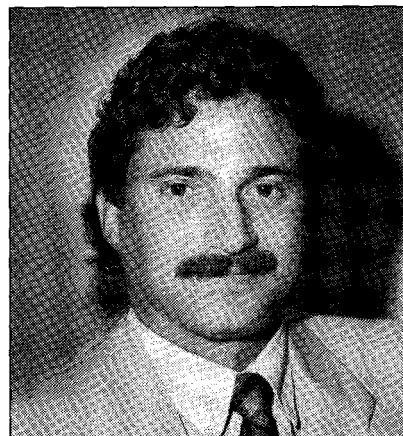


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Preview of NESRA Region VII Conference



Find your "winning combination" of ES&R programming by attending the 1989 National Employee Services and Recreation Association (NESRA) Region VII Conference and Exhibit, September 7-10 at Bally's Hotel and Casino in Las Vegas, Nevada. Sponsored by the Orange County (ESROC) and Las Vegas (SNESRA) Chapters, the conference will provide a full deck of educational programs, exhibits and almost limitless leisuretime and entertainment opportunities.

The education sessions will provide attendees a wealth of information with topics ranging from "Earthquake Preparedness" to "Warrior Concepts in Mental Excellence: Samurai Strategies for Winning in the '90s." (The complete list of session topics is at right).

Walk through a colorful exhibit hall and see over 100 companies displaying a wide range of products, services, recreation and employee activities.

The conference kicks-off with a Polynesian Buffet, complete with entertainment and surprises (don't forget to bring Polynesian-style clothing). All other evenings are open, so attendees and their guests and families can take advantage of all

Las Vegas has to offer: top-name entertainment, stage shows, gambling, music, dancing and dining. Check with the Group Information Office on Bally's 1st Floor to find out about additional optional activities.

Bally's, located on the strip, features two showrooms, two lounges, a movie theatre, six dining areas and 24-hour room service. For those who are sports-minded, Bally's has 10 outdoor tennis courts, an Olympic-size swimming pool, a jacuzzi and a health spa.

Spouses and guests can take a tour of Hoover Dam and enjoy the Lake Mead Boat Cruise and Barbecue. "The Children's Palace" in Bally's Hotel gives children ages 2-13 a place to enjoy a variety of games and entertainment. Kids of all ages can visit Bally's "Alladin's Castle."

In the words of Phyllis Smith, Conference Chairman, "This year's conference promises to be an exciting, informative event. We're looking forward to a good exhibit hall, fantastic educational sessions and great attendance." For more information, contact Phyllis at (714) 732-2432.

Plan now to attend the Region VII Conference, and return with new ideas for your ES&R programming.

CONCURRENT WORKSHOP SESSIONS

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How to Protect Your Most
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Leisure Time in the Soviet Union

GENERAL SESSIONS

Learning to Laugh & Play with
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Commitment to Excellence
The World of TV & Animals—
Behind the Scenes
Warrior Concepts in Mental
Excellence: Samurai Strategies
for Winning in the '90s
Going the Extra Mile

SPECIAL SESSION (Exhibitors Only)

Creativity in Sales



Job Sharing

Thousands of pairs of employees across the country are sharing single jobs, reports *USA Today*. While this arrangement is often used by working mothers, professionals changing careers and laid-off workers training for jobs also use job sharing.

Among U.S. companies 16 percent offer formal job share programs. Several state governments also offer this arrangement.

Employees' personal needs have changed and employers are altering work schedules to meet these changes.

A pair of employees sharing a job may use different arrangements. For example, in one personnel department, two people share a benefits job. While one person works all day Monday, Tuesday and Thursday, her partner works daily from 7 a.m. to 2 p.m. Another alternative is to have one person work Monday through Wednesday, and the other Wednesday through Friday.

These partners may get paid as part-timers, depending upon how many hours they work. If the pair works 20-plus hours a week, they may qualify for health, life insurance and pension benefits. (Employers will discover hiring two people for one job costs a bit more than one person for that job.)

Communication between partners is vital. The partners' schedules should overlap at some point to make time for meetings. They may also wish to fill in the gaps with notes and phone calls.

While there are many advantages to job sharing, there are some drawbacks as well. Each partner receives a smaller paycheck, less control over the job and they advance more slowly. Also, sometimes projects don't get completed as quickly as supervisors expect.

However, many employers are willing to make these sacrifices to maintain happier and more qualified



employees. In some cases, managers are not as cooperative and job sharers must repeatedly prove themselves.

In addition to good communication, partners must think and work well together to be successful in this arrangement.

Some employers get an extra benefit when they allow job sharing. They get one job done, but they have an extra perspective to keep things fresh. Also, two people sharing one job may have expertise in two separate areas, but still work toward the same goal.

Older Exercisers

As the population ages, fitness centers will market to an older age group, reports *American Demographics*.

Right now participation in health clubs or gym activities rises with income and education and declines with age. One in 10 people under age 35 go to health clubs, according to a research company. Of those aged 45-54, half as many participate compared to the younger group. Among those 55 and older, only one in 50 people participate. However, the target market for health clubs, those aged 18-34, is expected to drop by 11 percent during the 1990s.

When this population decline begins to affect health clubs and fitness centers, they will market to older participants. Print

advertisements will change. Instead of using a perfectly-sculpted body on print advertisements, such centers will use pictures to suggest more realistic goals. Marketing will be based on the older exerciser's attitude: Exercise to feel good, not to look good.

Survey results from the Gallup organization support the theory that exercise participation declines with age. However, the survey also indicates that the most rapidly growing segment of exercise enthusiasts is age 50 and above. While the number of people age 18-29 who exercise increased 20 percent between 1984 and 1986, the number of people 50 and over who exercise increased 46 percent.

The aging population will lead health/fitness centers toward a new market of older exercisers.

Businesses Help Schools

Seventy-seven percent of business leaders rank the U.S.'s public schools fair or poor, according to a recent survey in *USA Today*.

Among 404 executive participants, 64 percent believe our schools have deteriorated in the last 10 years.

Almost all, 92 percent, say our schools are worse than Japan's and almost one-quarter, 24 percent, say they're worse than the Soviet Union's.

The condition of our schools is affecting our businesses. In terms of productivity, 46 percent say their company's productivity has been reduced because of poorly-educated workers.

One CEO reveals that 5 percent of his company's workforce is illiterate and that 10 to 15 percent fall far below high school equivalency.

In an attempt to solve this problem, 36 percent offer remedial courses to employees and 96 percent donate time, materials and money to local schools. Twenty-two percent feel their efforts make a difference.

Among survey participants, 43

percent believe schools will improve in the next 10 years.

"Tens of thousands business-education partnerships" need to be formed to make a noticeable difference, says one CEO.

Travel Ups and Downs

Business travelers both love and hate traveling, according to *American Demographics*.

In a recent study of 700 frequent business travelers, 98 percent said they feel a sense of accomplishment while on the road. On the other hand, two-thirds say it's hard to be away from home.

Among respondents, the younger the traveler, the more stressful they find business travel: 54 percent of those under age 35; 50 percent of those age 35 to 44; and 35 percent of those 45 and older are stressed by frequent travel.

Almost 70 percent of frequent business travelers fall into four psychographic groups.

About 9 percent of all business travelers, evenly distributed among men and women, are "eagles." They enjoy business travel, but admit to its stress. These people are new to the travel routine, they travel often and they consider it a benefit of their job.

Another group, "tightrope walkers," account for 10 percent of travelers and they are almost all women under 35. Inexperienced in travel, this group feels a sense of excitement and power from traveling, but they are also stressed by the lack of control over their schedules.

"Family-ties," 20 percent of business travelers, are those who are married and whose travel schedules put pressure on their spouse. One in four are women and many family-ties have more children than average travelers.

The largest group, 31 percent, are "road warriors." One-third of this group are women. These people travel often and they take it in stride. They do not believe it interferes with their personal life and they think it is important for career advancement.

Creatinine Level Check

While cholesterol level testing gains popularity, recent research indicates the quantity of creatinine may be a more potent factor in showing the risk for heart attack or stroke in hypertensive people, reports *Insight*.

Creatinine, a muscle tissue by-product, indicates how well the kidneys are functioning. An eight-year study revealed that high levels of the substance in the blood accurately predict incidence of death from stroke or heart attack in people who already have high blood pressure.

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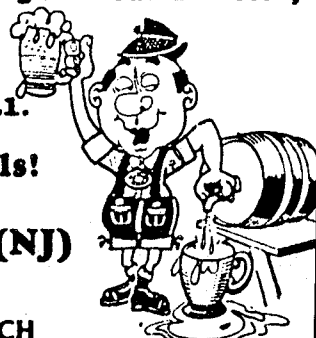
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Those with 2.5 milligrams of creatinine per deciliter of blood, defined as the highest level, were five times more likely to die during the course of the study than people with less than 1.5 milligrams per deciliter. When high levels are detected, it may indicate damage to blood vessels in the kidneys, heart and brain.

How well the kidneys excrete creatinine through the urine determines the amount of creatinine in the body. High levels of the substance result from malfunctioning kidneys and the substance will then be found in the bloodstream. Kidney problems are usually associated with high blood pressure; hypertensive patients usually have their creatinine levels checked to help gauge damages.

In some cases, doctors can prescribe medications and diets to decrease blood pressure and creatinine.

Mix Business With Pleasure

Spas are now attracting corporate America as they convince harried executives that mixing business with health is not only advantageous, but crucial, reports *Meeting News*.

Now corporations are responding by taking their employees to spas for business meetings **and** workouts. Workouts can become a reward or a stress reducer.

One spa offers visitors a complete health and fitness evaluation, use of exercise equipment, relaxation techniques, and a choice of Swedish, Japanese or reflexology massage.

Participants can also attend lectures by highly-trained exercise physiologists on topics such as managing stress, reducing cholesterol, and reducing the risk of heart failure.

Not all spas are alike. The pure spa is designed for those looking for a life

change, such as altering eating habits or building body strength. These spas do not allow drinking or smoking. They also provide low-key activities, such as bingo or chess.

A resort spa has a full-service spa and all the amenities of a resort including golf, tennis and fine dining.

The New Age or holistic spas practice a life-affirming approach to health as they offer Tai Chi, deep tissue massages, macrobiotic cooking and fasting programs.

Specialty spas focus intensely on one body-enhancer such as weight loss, body-building, or cosmetic surgery. They rarely accept large groups.

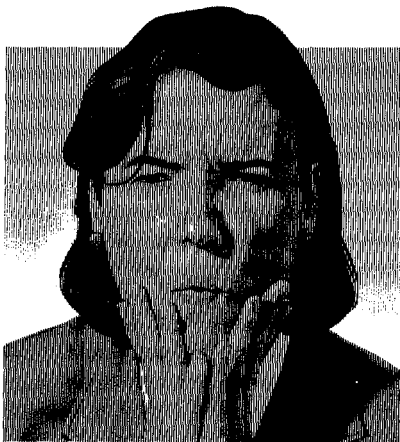
Beauty spas are usually "soft" on aerobics; they feature hedonistic pampering such as facials, body massages, whirlpools, Roman baths and skin/hair consultations.

With so much to offer, spas can cost an upwards of \$2,000 a week.

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Intensive weight-loss or conditioning programs cost even more. Many spa fees read much like a menu in a restaurant since you can purchase services a la carte or price-fixed.

Holding meetings at a spa is an effective way to balance work and health.

Quiet Time Can Be Quality Time

Quiet time is an instrument that can be used for change and for boosting productivity, reports the *Wall Street Journal*.

Six researchers conducted an 18-month study to discover how quiet time affects task performance. Researchers studied literature including psychological studies and Eastern religion materials on topics regarding quiet. They also interviewed 20 chief executive officers.

Executives said they make big, strategic decisions better using quiet. The study also shows that although workers perform easy tasks when people are around, the more complex, mental tasks are performed better alone.

Some executives get quiet time on airplanes and at home. Others walk on the beach or meditate in private. One executive said he prefers to perform shorter tasks at the office because the phone and other interruptions distract him from larger projects.

At one insurance company, Wednesday is designated "quiet day;" the phones are turned off so employees can work without interruption. During this time a receptionist takes messages and doesn't tell callers it's quiet day.

Dream Vacations

Europe and Hawaii were the top destinations chosen by survey participants when asked to describe their dream trips, according to *USA Today*.

This survey involved 1,480 people

who have taken at least one out-of-state leisure trip in the past year.

If given unlimited time and money for a dream vacation, 33 percent would go to Europe, 24 percent to Hawaii, 16 percent to the South Pacific, 14 percent to the Caribbean, and 6 percent around the world.

Most would travel via commercial flights and 4 percent would stay in a villa, country mansion or castle.

The survey also revealed 46 percent of U.S. households took vacations last year, spending nearly \$3,000 each. Forty-nine percent went by car and 41 percent flew. Most people went on a vacation for rest, others to escape, and still others for adventure. Over half prefer to visit new places while just over one-fifth prefer to visit favorite spots. Almost 10 percent who have traveled abroad have cancelled trips due to terrorism. Seventy percent planned their trips by themselves rather than using a travel agent.

Childcare

A recent study indicates parents who use day-care facilities spend an average of \$66 a week per child, according to *U.S. News and World Report*.

This cost is far less than it would be to pay a full-time babysitter who usually charges \$200 to \$240 a week in major cities, and more for additional children. When more children need care, it is usually more economical to hire at-home care.

Other study results printed in *The Wall Street Journal*, indicate children stay healthier when cared for at home rather than at a day-care center. This study calculated how many days parents of preschool children miss work to care for a sick child in a month. When children received care in their own home, parents lost .19 days of work a month to care for an ill child. When children received care in nonrelatives' homes, parents missed .42 days a month. However, when children were placed in day-care,

parents missed .52 days a month because children were more likely to be exposed to infections.

Based on these findings, researchers conclude that employers may benefit by subsidizing healthier childcare settings.

Employee Motivation

What motivates employees? A recent survey indicates recognition and praise are vital motivational tools, reports *Meetings and Conventions*.

A corporate management development and sales training organization developed a survey to measure the importance of motivational praise in the workplace. They surveyed 1,020 men and women.

When asked, "If another company, with a reputation for giving recognition and praise, offered you a similar job with the same salary and benefits, would you take it," 27 percent of those surveyed said they would take the new job. Thirty-eight percent said their bosses rarely or never recognize or praise their accomplishments. Sixty-one percent said their supervisors recognize their efforts most or all of the time.

To build trust between managers and subordinates, managers should offer consistent and correct praise. Such a practice will send a message to employees that good performance will be noticed and appreciated.

Follow these tips to use praise effectively:

- Be consistent. Offer immediate, sincere recognition when it is warranted.
- Be specific. Tell the employee exactly which action or accomplishment you are praising.
- Elaborate. Explain how this employee's exceptional performance positively affected the company and other workers.
- Motivate for future growth. Encourage the employee to continue such good work and help him or her realize even greater potential.





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The Direct Approach to **MOTIVATING VOLUNTEERS**

by Kathryn W. Heidrich, Ph.D.

Managers in business and industry, including managers of employee services and recreation programs, are concerned about how to "motivate" people. After all, motivated workers (paid or volunteer) do everything better: their attendance is better, their performance is better, they arrive on time, stay with the job longer, and enjoy greater job satisfaction. Managers, therefore, use a variety of techniques to motivate workers.

Many motivational techniques suggested in management literature are but one half of a two-way street. If ES&R directors concentrate on motivating volunteers but fail to learn those motivations, they will meet only half their potential for a dynamic volunteer program.

In *Organizational Behavior and the Practice of Management* Hampton, Summer, and Webber state,

"Behavior on the job is a function of what the person brings to the situation and what the situation brings to the person. When people come to work in organizations they do not come 'empty-handed' ... they bring various needs or motives which predispose them to release their energy or behave in particular ways—ways which seem to them likely to satisfy their needs" (p. 47).

Motivation has been defined as "...a set of energetic forces that originates both within as well as beyond an individual's being to initiate work-related behavior and to determine its form, direction, intensity, and duration" (Pinder, 1985).

Motivation, then, is like a two-way street. One lane is what the situation offers the person, and the other is what the person brings to the situation. Managers are only half-right when they speak of "motivating" people because people also motivate themselves.

This article will review some of the more prominent motivation theories, present a list of volunteers' motives, and offer suggestions for developing a highly motivated volunteer team.

WHAT MOTIVATES VOLUNTEERS

Numerous studies have been conducted in an effort to discover what motivates volunteers. Unfortunately, none has revealed a straightforward answer which applies to all volunteers. Most studies of volunteers' motivations have focused on volunteers in single organizations or activities such as 4-H (Henderson, 1981), VISTA (Gottlieb, 1974), Synanon (Ofshee, 1974), political activists (Gluck, 1975), Fresh Air host families (Phillips, 1982), Opera Guild (Wilmeth and Wilmeth, 1979), bottle and can recyclers

(Cummings, 1977), Junior League (Jenner, 1982), and Red Cross (Adams, 1980). Each of these studies has provided useful information about the motivations of volunteers in the particular organization being examined. However, one cannot apply this to ES&R volunteers based on evidence provided by these studies. Furthermore, there appears to be no research specifically on volunteers in the ES&R area. Because each volunteer has a different set of motives, there is no single theory of motivation which works for all volunteers in all organizations.

VOLUNTEERS' REASONS

In an effort to make some sense of the literature on volunteers' motivations and what hundreds of conversations with volunteers have revealed, an outline of why people volunteer is helpful. The following list is not arranged in any particular order and it is not comprehensive. However, it provides a glimpse into the broad range of volunteer motivations.

People may volunteer:

- To gain experience and self-knowledge; explore career options; develop employment experience and references; seek diverse activity; do something new; get in touch with different part of self.
- For achievement; desire for self-advancement and growth; the challenge of handling a difficult or complex task; enjoy leadership—planning, organizing, and directing others; want to influence a specific issue or program; enjoy making things happen; feel proud of a job well-done; prove or demonstrate abilities; want to feel "ownership" of a program; enjoy decision-making.
- To meet expectations of others; employer encourages volunteering; personal contacts/friends; spouse/child/relative; school requirements.
- For socialization; increased communication with others in the company; develop a network of people who know each other; companionship; make new friends; interpersonal interaction; group identity/sense of belonging; alleviate loneliness; being a part of something; enjoy being involved with people.
- To reciprocate for past services or pay-in-advance for future services; make repayment for services received by themselves or family in the past; help now because someday they may need help.
- To help others; respond to community needs and personal values; feel responsible to volunteer; sense of duty; concern for others; relieve feelings of concern about one's good life as compared to others; express religious or moral commitments and beliefs regarding caring for others.
- For recognition; need for social approval; want to be appreciated, praised, respected, looked up to; gain prestige; demonstrate skills that others may notice; gain

"One thing, however, is clear: people do not usually volunteer unless they get something out of it for themselves."

access to company leaders; career promotion.

- To fill leisure time; escape from boredom; get out of the house; have some fun.
- For self-expression; use a natural talent or ability.
- To express specific interest in the cause or activity; loyalty to a cause; enjoy the work itself.

One of the most frustrating aspects of studying motivation is that motives cannot be seen or measured. Motives are products of the human mind. We never can know fully another person's motives. In fact, we usually cannot understand our own motives. Motives live in the unconscious mind and are difficult to name, understand, or report. Motives can change—one day we do something for one reason and the next day we do the same thing for another reason. Also, one action may be motivated by more than one need—a person may volunteer to chair a committee with the expectation that it will be a good

learning experience **and** that it will allow him/her to meet new people.

One thing, however, is clear: people do not usually volunteer unless they get something out of it for themselves. Social scientists and researchers are cynical about the concept of purely altruistic behavior. Scheier (1980) wrote about "motivational paychecks" (p.115). Since volunteers do not, by definition, receive money for their services, the satisfaction of personal needs is the only "motivator."

There shouldn't be any "good" or "bad" judgements about a volunteer's motives. The important thing to understand is that people are motivated by a vast array of internal needs which they are seeking to satisfy through their behavior. Apparently, individuals seek to achieve and maintain a "fit" between themselves and their environment. They seek activities, people, and tasks that allow them to satisfy internal needs. However, there are no universal human needs that are manifested the same for all people (Salancik and Pfeffer, 1977).

ACTION PLAN

While it is unlikely we will ever be able to fully understand someone's motivations, we are able to keep both lanes of the two-way street open to traffic.

First, and most important, is the ES&R director's understanding of the motivational complexity discussed above. Through thoughtful and careful interviews and conversations with volunteers, you may gain insight into

TYPES OF VOLUNTARY ORGANIZATIONS

There are many types of voluntary organizations, each with its own set of incentives. In a study of volunteer's lifestyles, Heidrich (1988) refined and expanded a typology originally suggested by Smith (1974). Categories of voluntary organizations are:

Service groups: Purpose is to help others or do things for others. Examples are health and medical, youth, educational, cultural and artistic, social services, and legal and criminal justice.

Issue and cause groups: Primarily organized around a public issue or making a change in society. Examples are political, social change, town government, and public interest groups.

Expressive groups: Aimed at the enjoyment of activities for their own sake and for the sake of personal self-expression and self-realization, without major focus on altruism or

external goals. Examples are recreation, hobby, sport, athletic, cultural, artistic, lodge, fraternal, ethnic, heritage, patriotic, and military groups.

Business and professional: Aimed at occupational and/or economic interests of members. Examples are labor and trade unions and employee associations, farm and ranch, professional, business, cooperatives, and trade associations.

Philanthropic: Aimed at raising and distributing funds to nonprofit and voluntary organizations. Examples are foundations and community fund drives.

Religious: Aimed at enhancing members' religiosity, understanding of church doctrines, administration of church, and religious fellowship. Examples are church boards and committees, church school and educational groups, men's and women's groups, choir, etc.

each person's unique set of motivations. You must do everything you can to understand what the volunteers bring to the job, their side of the two-way street.

Volunteers come to their roles in a variety of ways: some are appointed by their boss; some are elected by a group of peers; some are recruited individually for a particular role; and some just step forward to help. Regardless of how your particular volunteers are chosen, you must be ever conscious of their unique needs, interests, and motivations. Whenever you have a choice of which person to assign to a task, your understanding of their individuality will be a great asset. When you can match the volunteer's needs with what the job has to offer, you will experience success—in terms of a satisfied volunteer, and a job well-done.

Second, while you cannot control a volunteer's internal motivation, you can control the motivating aspects of the environment. By creating a motivating environment, you maximize opportunities for volunteers to meet their internal needs in a positive way.

You must use "every trick in the book" to keep your side of the two-way street free of traffic jams and obstacles—maximizing what the job offers the volunteer.

Motivation in the volunteer setting is much different from motivation in the work setting. In the work setting, managers have several powerful "motivators" (Herzberg would call these hygiene factors), including the power to fire, demote, or transfer, and the power to grant raises.

These factors are absent in the volunteer setting. Therefore ES&R directors must be especially skilled in developing other types of hygiene factors. Some of the steps an ES&R director can take to create a motivating environment are:

Analyze volunteer opportunities in your company.

Check to see that you are providing a variety of ways for people to become involved in your program:

1. Are there jobs that satisfy each of the needs already listed in this article? Jobs for achievers? Those who want to make new friends? Those who want to help others?
2. Are there volunteer opportunities that fit into a variety of different personal schedules and lifestyles? What about the executive who travels frequently—is there a short-term job which s/he can get into and out of quickly while still making a contribution? Are there ways for shift workers to volunteer? What about single parents who need childcare in order to volunteer in the evening or on weekends?

Analyze volunteer roles to make sure they provide, as much as possible, opportunities for achievement, recognition, challenge, responsibility, growth and development. Of course, many jobs that need to be done are not glamorous or stimulating or anything but just plain "work." For these roles, be sure to provide extra support, praise, thank-yous, and recognition.

Keep the environment guilt-free. Allow for individual variations in time, energy, and interest in your program. People are often torn by divided loyalties, too many

TYPES OF VOLUNTEER ROLES

Most organizations have at least the following types of roles:

Leadership roles: Officer, committee chairperson, special event or task force leaders, fund-raising chairman.

Direct Service roles: Chaperone, teacher, coach, counselor, troop leader, companion.

General Support roles: Telephone work, filing, doing mailings, cleaning, driving, errands, maintenance work.

Member-at-large roles: Attend meetings and events, occasionally participate in activities.

Remember, members in any of the organizational roles may be motivated differently. For example, the person who chairs the annual company picnic may have entirely different motives than the person who delivers food baskets to needy families.

obligations, and limited energy. Accept what time volunteers have to give the ES&R program. Avoid using guilt to try to motivate volunteers.

Provide a variety of support mechanisms for people doing volunteer jobs, similar to those used for paid employees: written job descriptions, orientation, training, advancement opportunities, recognition.

1. Also provide support in the form of clerical help, materials, tools, or whatever the task demands.
2. Another kind of support is "moral support." Give encouragement when plans don't work out as expected. Be ready with a shoulder for volunteers to lean on.

Think of yourself as a coach. Teach the skills, outline the plays, provide the tools, give pep talks, and then watch the game from the sidelines. If you try to control everything and take the spotlight for yourself, you will be denying volunteers the rewards they are seeking.

Don't smother or over-manage volunteers. Once you've provided orientation and training, give people space to do their jobs. On the other hand, provide a safety-net for volunteers who fall short on critical tasks.

Provide recognition. An annual recognition event is fine, but not enough. Develop a complete recognition "system" which starts with your own sincere pats-on-the-back, personal thank-you notes, and warm smiles. Add more formal recognition letters with copies to management. Report verbally to managers on the successes of volunteers. When appropriate, offer to write references for volunteers who wish to seek other

employment. Keep records of individual volunteers' achievements which they may use in their resumes. Facilitate recognition by others—suggest the company president and/or the group which has been served thank the volunteers.

Remember, not everyone is motivated by the same needs. Therefore, the meaningfulness of rewards will vary. As much as possible, try to individualize recognition. For one volunteer, having the opportunity to take a course or attend a workshop would be a wonderful reward, while someone else would be honored by a large thank-you poster made by the children who benefited from the volunteer's efforts.

Involve volunteers in short and long-range planning, making decisions, solving problems, and setting policies. When you create an environment in which people have a voice in deciding the big issues, you will find volunteers become more dedicated to the success of the program.

Finally, it must be understood that, in the strictest sense of the word, you cannot motivate anyone. People motivate themselves. What you, as an ES&R director, can do is two-fold:

1. You can understand and accept the many and varied motivations of your volunteers. To whatever extent possible, you can learn about the expressed needs of the volunteers and strive to help them meet those needs.
2. You can structure an environment free of obstacles and barriers to involvement. By creating such a volunteer work environment, you enable people to express themselves and meet their own needs.

Different people have different and multiple motivations to volunteer. Sometimes the motivation which causes a person to volunteer initially changes over time and after experience with the organization. Motivations cannot be directly measured and are often hidden, even from ourselves.

Understanding the volunteers' "motivational paychecks" is a great challenge in ES&R work. By remembering that motivation is a two-way street, ES&R directors will improve the quality of their volunteer programs.



Dr. Kathryn W. Heidrich is a consultant specializing in management of recreation, leisure and volunteer programs. She is currently writing a book on volunteerism, the second book of a four-book series on employee services. She is President of CenterPoint Management, Inc., New Lenox, Illinois.

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SERVICE AWARDS:

Are You Getting Your Money's Worth?

by Sharene Z. Walsh

Picture this: An employee goes to work one day, walks over to his desk and notices a shipping box someone has left. He manages to open it, (with help from his pocket knife), and after removing all of the shipping paper, finds his 10-year service ring. He walks down the hall, goes into the men's restroom, looks into the mirror, smiles, shakes an imaginary hand and says, "Congratulations, Jim, on your 10-year anniversary with our company; your contributions have been outstanding."

This example may be a bit extreme, but it is one of several reasons companies should review their service award program to determine if their investment is paying off.

Last year, Bank of America decided to review their program, designed to recognize about 10,000 employees annually. The bank went through a planned, step-by-step process that contained the following components:

- A comprehensive review of service recognition practices of major companies
- A survey to over 600 bank employees to elicit feedback on the current program
- Focus groups to involve employees in decisions regarding a new program
- A comprehensive business proposal presented to senior management
- Detailed bidding requirements prepared for each interested vendor
- Vendor selection
- Product selection, communications roll-out

"At Bank of America, we found this approach gave us all the information we needed to do a first-class revision," says Assistant Vice President Sharene Walsh, who manages the program. "The best advice I can give anyone is to start early! A major revision takes about 8-10 months, if you follow all the steps. It is also very important to choose a vendor who listens to your needs and is willing to work side-by-side with you."

THE SURVEY

If possible, survey your employees to find out what in your current program works well and what needs improvement. Surveys can provide a solid foundation that companies can use to build a meaningful program. When administered with anonymous returns, the results can be an honest assessment of what employees are looking for in a recognition program. The survey administered at Bank of America was developed by the Personnel Research Department, and sent to employees who 'recently celebrated' an anniversary, as well as to employees who were 'soon to celebrate' a service anniversary.

Questions in the survey included:

- Do you feel the awards offered provide appropriate recognition for your years of service?
- Did your manager make the presentation of the award into a special event for you?
- What would convey to you that we value you, that you have made a significant contribution to the company, and that we appreciate your efforts?

We divided employees into anniversary levels for our survey. This way we determined which levels needed improvement and which didn't need adjustment.

The survey went a step further and asked employees about actual preference of awards by category. For example: Office/business accessories, home accessories, wearable jewelry, functional jewelry, as well as what materials they preferred—crystal, wood, silver, gold, leather. Again, the survey asked by anniversary level, increasing the value of examples as the milestones increased. By doing this, it kept five-year employees from selecting a gold watch as their first choice.

The third part of the survey was write-in comments. This portion provided some meaningful insight about how our employees viewed the corporate culture and management styles of the company. Comments on

Bank of America's survey ranged from, "The service award program puts into our hands a reminder that we are appreciated and we do work for a company that cares. We can see and hold our awards when times get tough and workloads get heavy. Thank you for recognizing and appreciating me as an employee. I always work hard, but this makes me want to work even harder" to, "Personally receiving a note of congratulations was as meaningful as the award itself;" to "Give me a trip to Hawaii instead!"

Two common areas of concern revealed by the survey were:

1. Awards do not always reflect a difference between milestones. For example, a 15 and 20-year employee may perceive that awards at each level are equal, that there is no greater value placed on the next milestone.
2. When the award is presented, recognition is sometimes lacking in management support and participation. After analyzing the results of the survey, we had a better understanding of where changes should be made in our program.

After conducting your own survey, it would be helpful to contact two to three vendors to assist you in gathering information on current service award industry trends, as well as trends in your industry (financial, retail, etc.), and geographic comparisons.

FOCUS GROUPS

If time permits, focus groups can be helpful in several ways. Focus groups can be your 'benchmark' check to help you begin to select the actual awards for your proposed program. When looking at a group of 20 watches, it is very easy to select "your favorite," instead of basing your choice on the employee's responses. Prepare a general outline of what your new program might look like, based on survey results. Pictures of awards can be very useful to help employees visualize the new program.

At Bank of America, we kept our



Make your employee's service award a special occasion

focus groups to 8-10 employees and selected units from a cross section of the bank: branch employees, administrative, systems, blue collar, as well as a mix of long-service employees and employees with 10 years or less.

One approach uses about 15-20 photos of items to be considered for each anniversary. This way you allow the employees to "design" their own program. The result of the "design" is only part of the process. Listening to employees' discussions and reasoning, while trying to decide on each item as a group can be an invaluable experience. As a result of one focus group session, Bank of America decided to bring back the bank's original logo for employees with 25 years of service. This original logo is very meaningful to long-service employees and is one more way to provide a significant distinction between milestones.

PROPOSAL TO SENIOR MANAGEMENT

In many cases, upgrading a program means increased costs, which in turn means an approval process. A proposal to management could include the following: An executive summary providing a one to two page succinct overview of the current program, survey results, proposed program, increase in costs, proposed benefits, and industry and/or area comparisons.

More detailed information can be given on each one of those items to support the executive summary using graphs and charts to illustrate significant differences. In some cases, vendors can supply you with this information.

Avoid using specific examples of awards, for example, '14kt., 18" chain with logo.' Most senior managers do not need that type of information to

make a decision. Generalizations like, "all jewelry will be made of 14kt. gold" lets them know that the money is being used for quality items only.

If staff work is done up-front, and your program proposal justifies a change, approval from senior management can be obtained without much delay.

BIDDING REQUIREMENTS

Now that you have completed your research and obtained approval to move forward, you should be open to finding the service award company that can best suit your needs.

Most service award companies will deliver a presentation to your company. To assist the vendor in making this presentation as meaningful to your company as possible, you should provide them with bidding requirements. Part of

this package could be taken from the senior management proposal:

- Current Program
 - Survey Results
 - Proposed Program
 - Industry/Area Comparisons
- In addition, vendors need to know:
- Price ranges for each level
 - Number of employees celebrating anniversaries each year
 - Locations of employees (general geographics)
 - Suggested awards based on survey and focus groups

Other considerations in a service award program are the administrative responsibilities: Do you want your program to be vendor-supported or supported in-house? Also, marketing and communication strategies need to be developed to increase the awareness and perception of the new program.

Once the vendors understand your needs and company culture, they can meet your needs successfully. When opening your program up for bid, it would be wise to limit the offer to three vendors. Presentations normally take a half-day each, and any more than three can be confusing.

VENDOR/PRODUCT SELECTION

The vendor should be selected based on how well s/he meets the needs of your company. However, consider these factors when evaluating the presentations:

- Quality of awards
- Administrative support
- Marketing/communication support
- Costs
- Responsiveness to your company's needs
- Warrantees

Vendor selection should be at least four to five months before the effective date of the program.

Once your vendor has been selected, many decisions need to be made: Final decisions regarding every item for each anniversary level; logo design; what is engraved; what is

not; brochure design; photos and promotional materials. Allow 8-10 weeks for this process. This includes product selection, brochure design and printing, and marketing strategy.

In most cases, employees should begin receiving the new ordering materials 8-10 weeks before their anniversary date, to allow time for manufacturing.

How will you tell the employees about the new program? You should plan a series of communication pieces to build enthusiasm about the program; a letter from senior management, articles in newsletters, a spot on a company video, management memos, posters, etc.

RECOGNITION PROCESS

Don't forget to promote the recognition process. Although the steps to recognizing an employee are very basic, managers need to be reminded to prepare for the moment. Employees have waited five years for the presentation; it's up to managers to make the most of it.

Small 'facts cards' are sometimes helpful to managers to list the employee's first assignment; special achievements; hobbies; interests. Also providing managers with tips for preparing a recognition celebration can be helpful.

Managers need to take charge in these special moments. Peers can do a great job of decorating a conference room, providing a cake, wrapping the award and yelling "surprise!" But a few words of praise from the manager in front of the peers as s/he presents the award can make an enormous difference in how this moment will be remembered.


Service award programs are a company's way of saying "thank you" to those employees who have chosen to stay with them for their career. It can also be a positive motivating factor for all employees. Many awards are passed down as heirloom items to employees' children, and many memories of being recognized for years of service have remained

special moments in the lives of America's workforce.

CONCLUSION

When establishing or revising a service award program, remember the reasons for the program—to convey appreciation to employees for their dedication, and to show other employees their efforts will be recognized as well. Our own survey and focus groups indicated that we needed to provide an assortment of items, not just pen sets and watches. We also learned that we needed greater distinction between anniversaries. We now offer 100 items, which are displayed in an elegant, four-color brochure. This way, our employees can choose the award in their anniversary bracket that would be most meaningful to them.

We also marketed the program internally, generating support from our managers to help make the award program more meaningful to managers and employees alike. We provide guidelines for award presentations in our newsletters. Our company video now includes a spot highlighting the awards program. We provide managers with the fact cards mentioned above, to help them make the presentations. We've also encouraged management participation in order placement—the employee selects his/her award and the manager places the order. We're very proud of our awards program, and to ensure its continuing success, we plan to evaluate the program every two to three years.

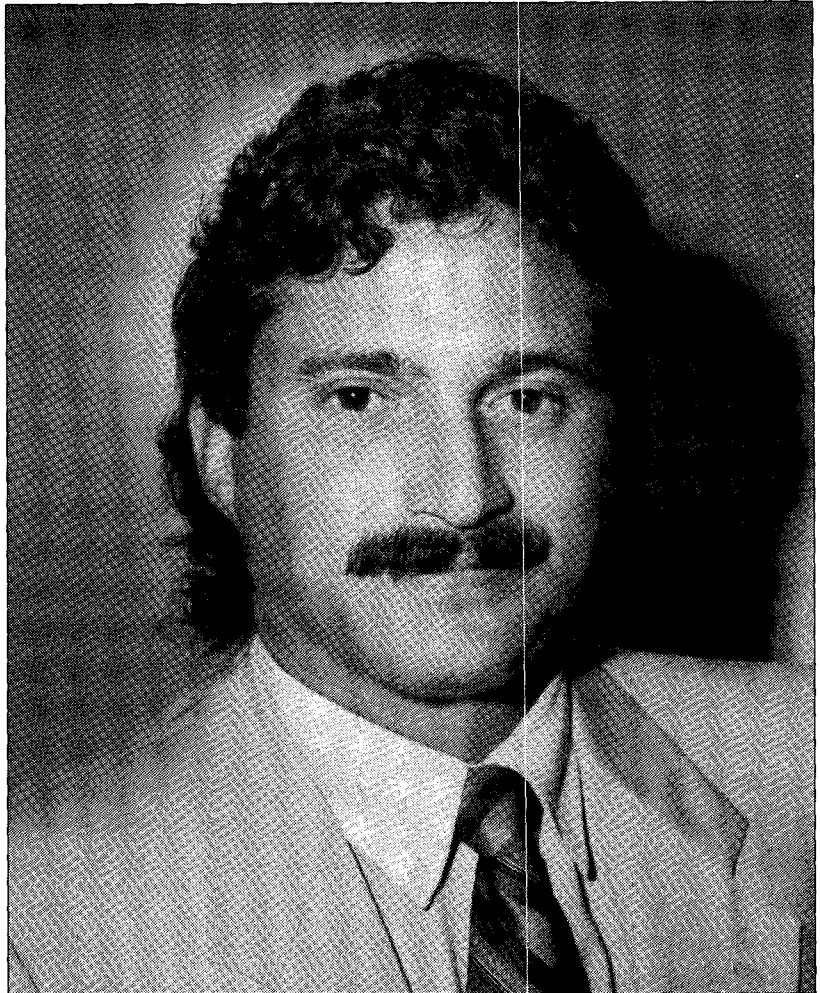
If a service award program is part of your company's culture, don't let an employee walk into work and find an award on his or her desk. The company, the manager, and the employee will have all lost a precious opportunity. 

Sharene Z. Walsh is assistant vice president, manager of the service award program and company store at Bank of America, San Francisco, California.

CASE STUDY

THE TRANSITION FROM ES&R VOLUNTEER TO PAID PROFESSIONAL

The transition of a company from having an ES&R volunteer to having a paid position provides a great deal of insight into the role of ES&R programming and management's perception of its value in the workplace. In this interview, Gene Calabrese, president of the Prudential Recreation and Athletic Club in Jacksonville, Florida, discusses this transition. He is paid to be president of the Club for one year, and at the end of his term he'll return to his position as an office design coordinator.



ESM: How did your current position as president evolve from one that is normally volunteer to a paid position?

CALABRASE: Prudential employees are known for their involvement in a variety of community organizations. The Prudential Recreation and Athletic Club (PRAC) is an organization for the employees and in recent years, employee participation in club

activities has somewhat diminished. The Prudential executive staff felt that the necessary commitment for a successful employee organization was not there, so they decided to make the president a full-time paid position.

ESM: What is the nominating and election process?

CALABRASE: A nominating committee is established by our Board of Directors to submit and review

potential candidates. Our Board consists of 13 members: President, Senior and Administrative Vice Presidents, Secretary, Assistant Secretary, Financial Secretary, Treasurer and six Members-At-Large. We also include a representative of the Prudential Employees Retirement Club (PERC) and a member of the executive staff as our advisor. Any Prudential employee is eligible to run for an office, however certain positions require previous Board

experience. Accepted candidates begin campaigning two weeks before the election, which is held on the third Tuesday of November. Election ballots and candidate profiles are distributed to all 3,500 of our employees. Ballots are collected by PRAC Boosters, results are tabulated by the election committee, and results are announced with two days of the voting. Board members serve from January 1 to December 31.

ESM: What are your responsibilities as president? Your goals?

CALABRASE: I serve as the executive officer and carry out the actions of the Board of Directors. I preside over all PRAC meetings and represent the organization at various community-related functions. A discount list, two employee stores, various trips and attraction tickets, and discounted movie tickets are a few other responsibilities that could not be accomplished without the assistance of the other Board members. With our continuing efforts, I hope to see a significant increase in the number of employees and families that participate in PRAC activities.

ESM: To whom do you report during your term as president? The company? The PRAC Board?

CALABRASE: I am not required to report directly to anyone. While we have an executive advisor, the decisions are usually made by myself and/or the PRAC Board. Generally speaking, I report to the employees because I am serving as their representative. I try to make myself available to them as much as possible; their ideas and criticisms are great motivational factors.

ESM: Where does your salary come from? The Association? The company? Do you receive the same benefits and salary as president that you did in your previous position?

CALABRASE: My salary comes from a shared services account within the company. It is the same salary I received as an office design coordinator, which was my previous position. Benefits remained unchanged; in essence, the only things that changed were my job responsibilities.

ESM: After your term is finished, will you return to your former position?

CALABRASE: This subject was of great concern to me. I was very skeptical about running for president if I wasn't guaranteed a return to my former position. However, after talking with management, I am confident that my position will be available at the end of my term. My previous division has done an outstanding job in assisting me in any way they can. They certainly helped in making this a smooth transition.

ESM: What was your previous position and how did you get involved with PRAC?

CALABRASE: As I mentioned above, my previous position was as an office design coordinator in the Buildings Management Division. I was able to meet a great deal of the employees and usually worked with many of them on a daily basis. I have worked at Prudential for 11 years and I have been attending PRAC functions for 13 years! I felt it was time to put a little something back into the organization.

ESM: What are some of PRAC's programs?

CALABRASE: PRAC has many more programs than I have space to describe them. We are a nonprofit organization and we must operate on a fairly strict budget. However, we make the most of what we have. We provide floral gifts for promotions and illnesses; operate two small stores for employee conveniences; provide

several trips and cruises and most of all, provide events that the employees want to participate in. A questionnaire is handed out to each employee at the beginning of the year asking for their suggestions. This is how we come up with new and exciting events.

ESM: Are you spending as many hours per week as president as you were in your previous position?

CALABRASE: Some people may find this hard to believe, but I am spending more time as PRAC president than I did as an office design coordinator. Nine and 10-hour days are not uncommon and when I leave the office, there is ALWAYS some other task that I felt should have been completed.

ESM: Has the company considered hiring a full-time ES&R person — why or why not?

CALABRASE: I don't feel Prudential needs to hire a full-time ES&R person...yet. The system of electing new leadership each year has worked out well and I feel that fresh ideas are necessary. I would like to see PRAC become more involved in the health and fitness aspect of employee development. Then, possibly, we would need a full-time ES&R person. I believe that a similar position exists in our corporate operation.

ESM: How does your position justify having a full-time, salaried ES&R staff person?

CALABRASE: That's a touchy question. I believe it depends on the values of the company. If the employees feel the company is providing them with that little extra benefit, such as PRAC, maybe they will feel the incentive to give something in return. Making the president a full-time paid position certainly showed the commitment of the company...now it is up to the employees to make it work in their favor.



NEW VISIONS, NEW VENTURES

A review of NESRA's 48th Annual Conference & Exhibit

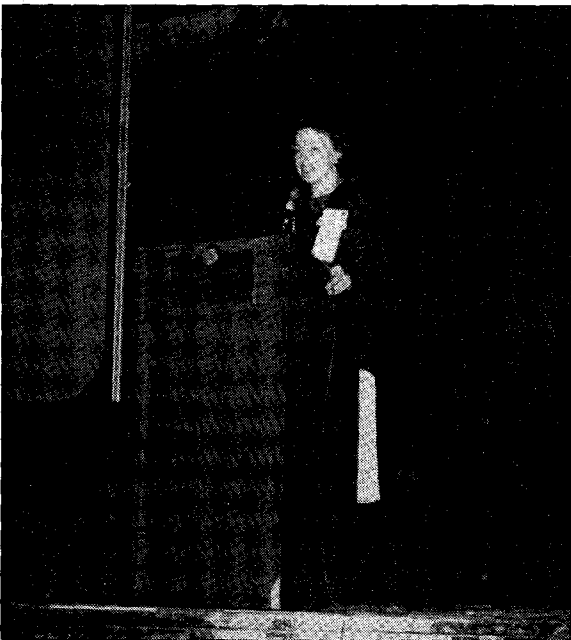
by Cynthia M. Brown, editorial assistant



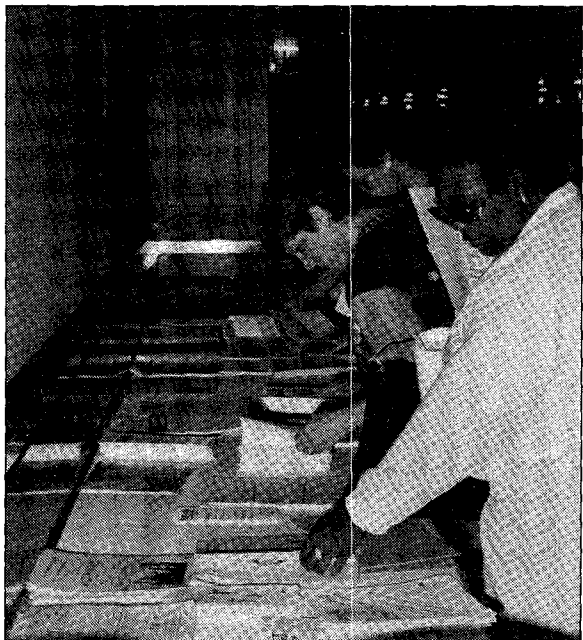
NESRA President Robert J. Crunstedt declares that the conference has officially begun.



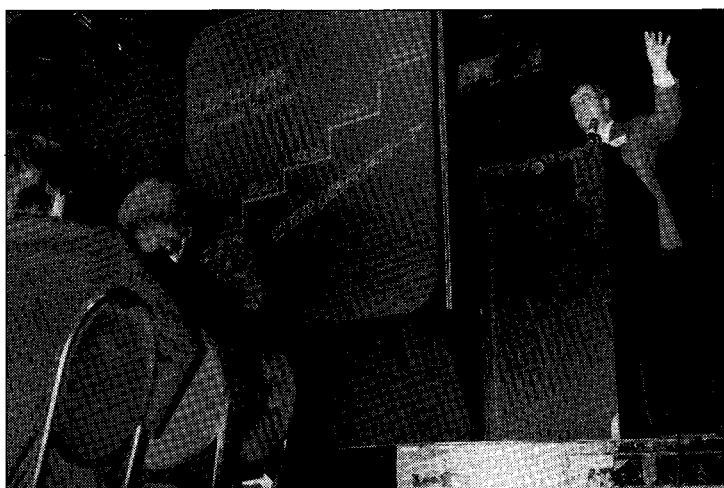
Speaker Bob Gaylor reveals the "Mysteries of Motivation."



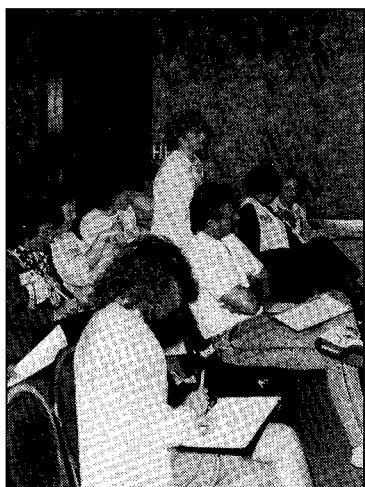
Conference Chair Tamra Torres welcomes attendees to the conference.



Attendees visited the Swap Shop for sample flyers, brochures and other printed matter of fellow members.



Keynote Speaker Jeffrey Hallett discusses "Worklife Visions."



Audience participation was encouraged at the Employee Store Sessions.



Phoenix Chapter President Pam Tessitore busily takes notes at a general session.

*NESRA
Director of
Member
Services Ken
Cammarata
participates in
a discussion at
the Chapter
Leader's
Seminar.*



The 48th Annual NESRA Conference and Exhibit at the Grand Kempinski Hotel in Dallas, Texas, was a great success. From May 3-7, 1989, attendees were showered with Southern hospitality as the Dallas conference committee warmly welcomed attendees at the first-timers reception, the registration booth and throughout the entire conference. Cowboys and a country girl, Trixie, hosted a hearty "hoe-down" at the Circle R Ranch. NESRA

members also mingled with friendly Texans at the West End Marketplace.

In the midst of this Texas spirit, NESRA members generated a group personality all their own. Whether they were listening to the keynote speaker or attending sessions on employee benefits, employee stores or recreation programs, NESRA members showed pride in their organization. In the exhibit hall, delegates strengthened their relationships with associate members. Throughout the conference, it was clear that NESRA members truly enjoyed sharing and exchanging ideas with each other.

NESRA President Robert Crunstedt, CESRA, officially opened the 48th Annual NESRA Conference and Exhibit as he welcomed all attendees. NESRA Vice President, Finance and Treasurer Scott Baker announced NESRA's annual report. Then, the lights dimmed and a voice declared, "NESRA welcomes you to the 48th Annual NESRA Conference and Exhibit. For your enjoyment, NESRA proudly presents "God Bless The U.S.A." In front of the curious crowd, a colorful slide show appeared on a movie-theater size screen, proclaiming the well-received message of taking pride in the U.S.A. Attendees cheered their home states or were moved to tears.

Following the slide show, Jeffery Hallett, president of TRAC, Inc., Alexandria, VA, delivered a "motivating" keynote address entitled, "Worklife Visions." His presentation focused on what he calls "the new truths of today:" It is the time of the service economy, a global economy and economic interdependence. To succeed in this changing environment, employees must understand education is vital and they must accept life-long learning. To compete for success, Hallett suggests employees emphasize what they know rather than who they know and they should strive to reach a higher ground together, rather than competing against each other. Top management must recognize their employees, at all levels, as the lifeblood of their industry. Management must not only encourage employees to contribute solutions to problems, but must listen to these solutions and use them. Hallett suggests the ES&R manager's role in this worklife change may be to inform senior management of the important role employees play at all levels.

This opening address placed attendees on a motivational high as they ventured towards the many exciting sessions, displays and exhibits awaiting them at the conference.

At the next general session, Rogers Coleman, M.D., Blue Cross/Blue Shield of Texas, Richardson, Texas, discussed "Workplace Health Issues." Coleman emphasized lifestyle as the key to health. He focused on the rising health care costs affecting employees, employers

and insurance companies. He predicted we will all need to care for the frail elderly and we will all need long-term care. To deal with these issues properly, Coleman concluded we must work as a nation to develop a solution. His recommendation was a nationalized health-care plan.

Not only did attendees listen to health issues, but they also participated in a health fair designed just for them! As delegates moved from booth to booth, they may have had their blood pressure checked, their eyes examined and their fat percentage calculated. The cholesterol screening and stress reduction booths (where head, shoulder and back massages were given) were among the most popular.

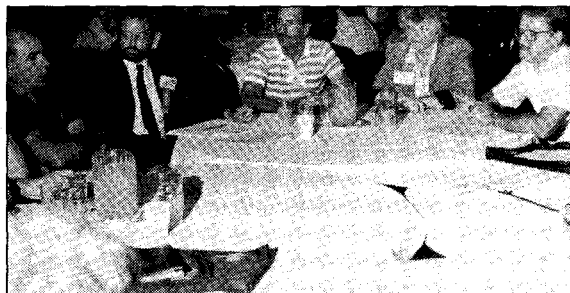
Lyn Heferman, employee store manager, USAA, San Antonio, Texas, began the employee store tract with her session, "The State of Employee Stores-Present and Future." Heferman explained the fundamentals of opening an employee store. She advised her audience to consider their company's corporate culture and to develop a mission statement. This mission statement should include whether or not the store will be subsidized, will try to make a profit, or just break even. Heferman also addressed choosing a location, working with vendors and maintaining inventory. She suggested focusing on these two key points: Know the wants and needs of your employees and manage the employee store as though it is your own business.

Employee store managers received special attention, as a separate Strategy Exchange session focused on managers' issues. During this session, attendees rotated from table to table to learn from each other about working with vendors, hiring a staff, offering additional services, maintaining a store, providing security and pricing merchandise.

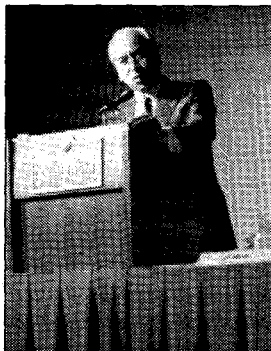
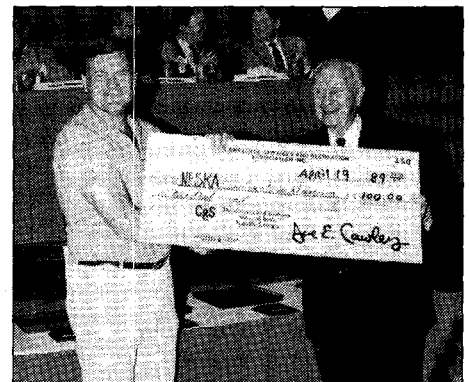
On other days, several other sessions specifically focused on issues confronting employee store managers. For example, Phyllis Smith, executive director, Hughes-Fullerton Employee Association, Fullerton, California, led a panel of experts in an interacting session called "Managing an Employee Store Without the Store." While the panel provided background information and examples, the audience learned how they can work with local NESRA Chapter associate members and NESRA national

associates to offer quality products and services to employees. Members of the panel shared their experiences working with associates and the helpful manner associates provide displays, pamphlets and catalogs. Panel members also proved associates can reduce member workloads by working directly with the employees. Both panel and audience agreed that another alternative is to piggyback a discount program with a nearby company store. Regardless of whether or not a physical store is feasible, ES&R managers can successfully sell products and services to employees.

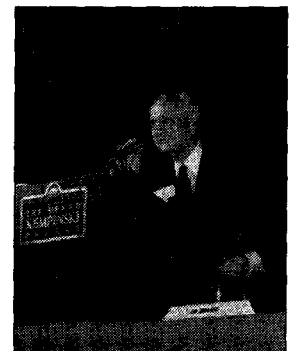
Two other highly-rated employee store sessions addressed promotion and merchandising. Janet Blessington, manager, information and employee services, Frito-Lay, Inc. Plano, Texas, used attractive examples and audience participation to demonstrate employee store promotion. Blessington suggested using fliers and other promotions to increase store traffic, sales and goodwill. Besides explaining how to create and circulate fliers effectively, Blessington introduced a variety of new promotion ideas. One original sales-increasing promotion idea was to place an alarm clock near the cash register.



Left: The Strategy Exchange sessions were excellent networking opportunities. Middle Left: Region I Director Gloria Roque has her eyes tested for glaucoma at the Health Fair. Below: Don Strosnider presents Art Conrad with a donation from the Central Savannah River Chapter for the NESRA Education and Research Foundation.



Left: Tony Pozos, senior vice president of human resources at Amdahl Corp., Sunnyvale, California accepts NESRA's Employer of the Year Award at the Management Luncheon on behalf of John C. Lewis, chairman and chief executive officer. Right: Dr. Arthur L. Conrad, CESRA, accepts the Distinguished Service Award at the Management Luncheon.



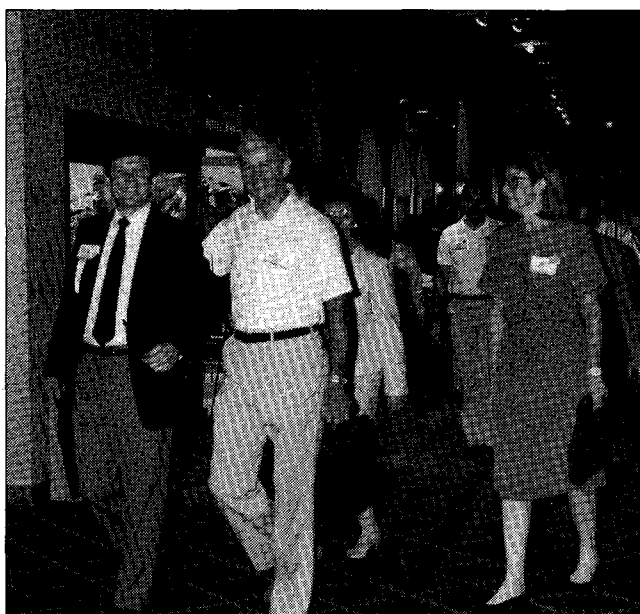
When the alarm sounds, the customer at the cash register wins a prize. She also suggested timing a store promotion with a company promotion (i.e., new product, campaign, etc.). By doing this, store managers will be promoting the company *and* the store.

In her session, "Merchandising for Maximum Results," Deborah Herd, women's merchandising manager of J. C. Penney, Lubbock, Texas, also used audience participation to teach attendees mathematical merchandising formulas, effective use of signs and visual layout, accessorizing and promotion. Providing her audience an opportunity to practice what they learned, she divided the audience into teams and she requested each team to design a sign. (Details of her session appear in this month's Company Store Department.)

Employee store managers also learned the basics of computerizing store functions from Edith Beattie, administrator, John Hancock Insurance, Inc, Boston,

Massachusetts. She explained how to computerize income and expense reports, inventory, cash flow, etc.

After learning about employee stores, attendees entered the exhibit hall to see an employee store first-hand and to view other innovative products and services in the ES&R field. Decorated with colorful balloons, a Western scene and over 100 attractive booths, the exhibit hall provided an exciting atmosphere for exhibitors and associates to interact. One delegate, Diane Taylor, FMC Corporation, San Jose, California, said, "I went to the exhibit hall several times to say "Hello" to suppliers with whom I do business and to meet several new ones. The Exhibit Hall is one of the best assets of the conference." Many delegates found the exhibitors to be very friendly and helpful. For example, Ed Swain of Merillat Industries, Inc., Las Vegas, Nevada, described how he benefits from visiting the exhibit hall: "The contacts with suppliers help me provide excellent programs for my employees."



Jim Urick of 3M, Lake Elmo, Minnesota and Dick Wilsman of Johnson Wax, Racine, Wisconsin led fellow attendees to the opening of the Exhibit Hall.

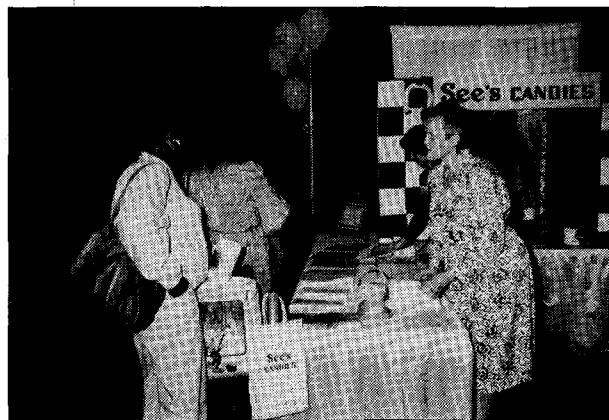


Attendees had a chance to visit with their vendors, and to make new acquaintances -- like the friendly people at Kissimmee-St. Cloud.



Left: Part of the fun of the exhibit hall was collecting information from exhibitors.

Right: The See's Candies exhibitors passed out (and sampled) chocolate pops.



Not only did delegates and exhibitors interact, but delegates valued opportunities to network among themselves. They shared their ideas and recognition. The strategy exchange sessions were full of contributing members learning from other's experiences. There were two Strategy Exchange Sessions: one for general ES&R managers and, as mentioned previously, one for employee store managers. In the general exchange, attendees shared ideas on fund-raising programs, childcare options, company outings, travel programs, fitness programs, volunteerism, program justification and fitness/wellness synergism. Not only were these sessions popular, but attendees request more of them. Joe Seliga, Nalco Chemical Company, Naperville, Illinois, a Strategy Exchange attendee, explained, "I was able to sit down and talk with people from all over the country and I got some very good ideas. It was so informal—I really liked it."

While these Strategy Exchange sessions allowed NESRA members to hear the successes of others, the Management Luncheon, which followed, provided attendees the opportunity to praise fellow members. During the luncheon, John "Jack" C. Lewis, chairman and chief executive officer, Amdahl Corporation, Sunnyvale, California, was honored as Employer of the Year. Tony Pozos, senior vice president of human resources at Amdahl accepted the award on Lewis' behalf. Many NESRA members also received recognition as they accepted awards for their outstanding promotional pieces and their contributions to the ES&R field.

Proud of their accomplishments and anxious to contribute more, attendees gathered to hear a command performance by Bob Gaylor, management development specialist, USAA, San Antonio, Texas, who revealed "The Mysteries of Motivation." Throughout his presentation, Gaylor used the techniques he

advocates to motivate his audience: he entertained them, made them feel important and encouraged them to think. He suggested managers do the same to motivate employees. Believing that productive employees are happy, Gaylor clearly explained the difference between motivating employees and making them happy. To keep employees motivated, Gaylor suggested following these steps:

- Remove employee control measures



The exhibitors at Busch Entertainment Corp. blend in with their surroundings.

The Exhibit Hall was exciting for exhibitors and delegates alike.



All who went to the Circle R Ranch could have their picture taken while sitting on an over-sized bull.



Attendees went horseback riding on any one of the docile horses at the ranch.



A Texas-style buffet was served for the hungry "ranchers."



These two conference attendees chose to relax at the Circle R Ranch.



- Hold the employee accountable/ show them the big picture
- Keep employees informed
- Provide praise publicly

This is the second time Gaylor emphasized the importance of recognizing employees at a NESRA Conference—this command performance was just as great as his last. Attendees enjoyed his lively and informative presentation. Many attendees gave Gaylor an excellent rating. One anonymous repeat delegate wrote, "He's still the best!"

Another popular session led by Carson Beadle, managing director, Mercer Meidinger Hansen, New York, New York, updated his audience on the "Trends in Employee Benefits." Projecting the future of benefits and legislation in 1989, Beadle suggested, "Legislation and regulations will continue to overwhelm the benefits scene for some time." Insisting ES&R managers understand the legislative process, Beadle explained, in detail, how legislation affects benefits. He also provided evidence to back up his predictions regarding benefits. In the near future, he predicted:

- Retrenchment in employer-sponsored plans
- Government mandating of private plans and a growing conflict with flexible plans
- Government control over benefits and the providers of benefit services
- More government stimulated rigidity in benefits
- Increased provision of benefits by government
- The possibility of a national health plan

Recognizing that employers have "a great deal of influence" in retaining income security, Beadle encouraged them to support employee relations goals. Above all, he urged ES&R managers to be knowledgeable about benefit issues and legislative processes.

Eldercare and childcare are just a few of the legislative issues affecting workplaces. Jim Battersby, Manager of Employee Programs, Lockheed Missiles and Space Company, Sunnyvale, California, explained why childcare and eldercare programs need to be addressed and implemented in the workplace.

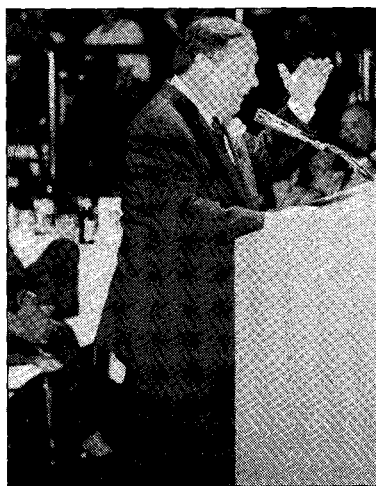
ES&R programs expanding beyond the workplace and into the community is another trend. Duncan Marks, manager of employee services, Florida Power Corporation, St. Petersburg, Florida, informed his audience of the benefits of developing an employee volunteer program in the community. He thoroughly explained how to begin such a program. Marks presented comments from his community, his superiors and employee volunteers who support the program and benefit from it. A member of his audience, Mochelle Anderson, United Methodist Publishing House, Nashville, Tennessee, said, "He presented a wonderful program. I made a separate file on his session (including his 20-page handout) and I've been circulating it around my company. I will keep his information on hand—it was so informative."

In addition to updating NESRA members on the latest trends in the ES&R field, speakers also provided the "nuts and bolts" of implementing many ES&R programs. For example, Dr. D.W. Edington, director, University of Michigan Fitness Research Center, Ann Arbor, Michigan, explained the key components of an effective presentation to top management. When planning a justification presentation, Edington recommended ES&R managers create a vision of the situation/problem; the need for a solution; the consequences of reacting or not reacting to the problem; and the long-term implications. Another speaker, Celeste Hamman, fitness consultant, Austin, Texas, presented a practical approach to planning a company walking program (see this month's Health Promotion Update for details). Charles Jordan, Director of Parks and Recreation, Austin, Texas, explained why "Recreation is More than Just Fun and Games"; and Dr. Jeff Stuyt, Ph.D. provided his audience with an outline for buying a recreation computer system.

Of course, a basic component of every successful ES&R program is effective leadership. Doreen Cato, Wellness



The President's Reception and Dinner Dance allowed NESRA members to enjoy a fine meal...



... salute their Immediate Past President Ralph J. Ferrara and listen as he shared his memories...



...and enjoy the special entertainment as the band played "New York, New York."

All conference photos are courtesy of Qualex Inc., Dallas, Texas.

Program Manager, Seattle, Washington, provided creative exercises and examples of entrepreneurial leadership strategies. Her audience learned how to enhance their leadership styles and gained the tools to assess their gamesmanship skills. While delegates enjoyed the entire conference, they greatly benefited from these educational sessions. One delegate, Phyllis Kytte, Picker International, Highland Heights, Ohio, said, "Overall it was an excellent experience. The knowledge and information I received will be very beneficial to my company and my career."

After meeting people at the sessions, the health fair and the exhibit hall, attendees also shared in the enjoyment of social events. On Thursday evening, they experienced an evening of Dallas fun at the Circle R Ranch. The group

scattered about the beautiful ranch and broke up into smaller groups which shifted from one Western activity to another. While one group rode horses, others feasted on a hearty country meal, and still others had their picture taken while sitting on a live bull. The whole group gathered on the dance floor where they learned the Texas Two-Step and other country dances. After kicking up their heels, they witnessed a staged shotgun wedding between NESRA President Bob Crunstedt and the colorful country gal, Trixie. Attendees ventured outside to the rodeo where they watched cowboys rope calves and where NESRA members also participated in daring feats. Many attendees agreed, this was a memorable well-rounded Western evening.

On Friday, most attendees visited the West End Marketplace, home to many of Dallas' hottest night spots. Previously Dallas' warehouse district, the West End Marketplace has been converted to a dynamic strip of shops, restaurants and clubs. NESRA members dined on "Tex Mex" food (Mexican food, Texas style), Cajun dishes, and seafood. Then they could have ventured into a few of the unique clubs featuring dixie bands, sing-alongs, rock music, etc.—each with its own style.

On Saturday, the President's Dinner allowed NESRA members to salute their Immediate Past President Ralph J. Ferrara, and to enjoy a fine meal and special

entertainment. NESRA President Robert Crunstedt warmly shared his memories of working with Ralph and extended best wishes towards his future.

Sunday morning, Michael Broome, professional speaker, Charlotte, North Carolina, wrapped up the conference with his hilarious presentation, "You and America—Two Great Champions." Similar to a stand-up comedian, Broome kept his audience laughing as he rattled off one anecdote after another. In between jokes, Broome conveyed his message to accept the things you cannot control and to maximize your strengths. When faced with a problem, Broome suggested writing down solutions to the problem to switch your focus from the problem to the solution. He also recommended that his audience surround themselves with positive thinking people.

Enthusiastic, energetic and ambitious, certainly describes the special collection of ES&R managers and others who attended this conference. These people learned ES&R fundamentals and trends from a variety of informative educational sessions. Attendees especially enjoyed learning from their fellow members through Strategy Exchanges and networking. They participated in a health fair and social events and they visited a lively exhibit hall. Through these experiences, they gained a fresh vision of their significant roles in the ES&R field and the energy to make strides in their professional ventures. ☺

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European Shopping Tours

by Elizabeth D. Grumbine, editor

Europe has long been equated with history, culture, art, romance, intrigue ... and shopping? Of course! Where else could the fashion houses of Christian Dior, Guy Laroche and Nina Ricci be located on the same street than in Paris? Where better to purchase gorgeous woolens than in Iceland? Browsing through stores gives people a chance to fantasize (who wouldn't want a suit designed just for them?), to watch other people, to relax in a cafe and, as the French would say, to revel in the "joie de vivre" of the Europeans.

Shopping tours offer a wide variety of opportunities, from side trips on a standard tour to tours designed specifically for shoppers. The tours are loosely-structured to allow groups to wander through the stores at their own pace; they last two to five days.

When thinking about a shopping tour, keep in mind your group's shopping goals: Front-row seats at a fashion show or the freedom to wander through an entire mall? A thirst for the unexpected? Would you want to include a theme or an event in your shopping? Regardless of your goals, there is a tour to match your plans. So think of a destination and take advantage of your travel agent's expertise—you can receive a variety of services and discounts simply by sampling the specialties in each area. Tour locations are virtually limitless; the tours provided below are only a sample of the opportunities available. Paris is highlighted because it is a premier fashion (and bargain!) center; Iceland because it is a unique place not many people would consider visiting, but which contains beautiful shopping opportunities; and



Rothenberg Germany, because it's Christmas there all year.

THE EXCITEMENT OF PARIS

Paris has earned its reputation as one of the premier fashion centers of the world. There is a store for every shopper, regardless of tastes, sizes or ages.

The best time to take a Parisian tour is when the sales are in full-swing. Regular sales are in January, June and July; designer sales are in March and July. Tours cost from \$80-\$150 per day, depending on the duration of the tour, the hotel and the meal plan included.

You needn't worry about bringing enough traveler's checks or exchanging currency; most department stores accept the major credit cards. At smaller shops, American Express and VISA are the most widely accepted. MasterCard and EuroCard are interchangeable and are accepted in almost all Parisian stores. An added bonus of charging purchases is that the exchange rate is

better. Or, if you prefer, the major department stores in Paris include currency exchanges.

Transportation in Paris is easy and efficient. Your travel agent can either arrange a chartered bus for your shopping and touring excursions, or you can travel by Metro, Paris' subway. Operated by the R.A.T.P., (Paris Transport Authority), you can purchase one-ride, 10-ride (a "carnet"), or seven-day ("carte-orange") tickets. You can also choose to travel first or second class. Second-class tickets are less expensive and just as comfortable as first-class tickets—except during rush hour, when you will share your coaches with Parisian businesspeople on their way home from work.

Attending a Parisian fashion show can be included in any tour. Custom fashion designers create two seasonal collections a year. They show their spring and summer collections from the end of January through May; autumn and winter shows are from the end of July through mid-December. These showings are exclusive, so make sure your travel agent has secured invitations for your group.

Most stores in Paris are open Monday through Saturday from 9:30 a.m. - 6:30 p.m. They usually have one or two late opening nights until 9 or 10 p.m.; many are closed Monday mornings. The smaller shops and boutiques close for lunch between noon and 2 p.m.

In addition to visiting the salons of some of the most famous designers in the world, you'll visit two of Paris' major department stores: Printemps and Galeries Lafayette. Both stores are operated with international shoppers in mind. They feature

fashion shows once a week, and can arrange private showings for groups of 80-200 people. For groups of 200-800 people, they'll stay open after-hours so the groups can enjoy extra shopping time.

A multilingual representative from either store can greet your group at your hotel and escort you to the store for a personalized visit. S/he will assist you with all the formalities associated with payment and shipment. You can carry your purchases yourself, or have the store deliver them to your hotel for you, where the concierge will hold them until you return.

Both Printemps and Galeries Lafayette's personnel will help you deduct the French Value Added Taxes (VAT) from your purchases. For purchases of over 1,200 FF (roughly \$240) you can receive a 13-23 percent discount, depending on the items you've purchased. For example, perfume, furs, precious jewels, camera equipment and film are worth a 23 percent discount; clothing is worth 13 percent. Your store representative will help you complete the forms; the customs officer at the airport will stamp the forms and return them to the store (make sure that you can show the customs officer the items you're claiming on the VAT forms). The store will then either credit your charge card (the easiest and quickest option), or they'll send you a refund check to your home a few weeks later.

If your purchases are below \$240, you can ship them home so you won't have to worry about how you're going to pack your purchases. Printemps and Galeries Lafayette will help you arrange shipment via a version of UPS or by freight. Depending on the service you choose, your packages will arrive home within two to five weeks.

Browse through racks of Guy Laroche, Ted Lapidus, Dior, Chanel and all the famous high fashion designers. Sample some of Dior's "Poison" or some Yves-Saint-Laurent cologne. Make sure you see some of

Lalique's crystal. Regardless of your tastes, there will be a store or boutique that will offer you "the best of the best."

THE SURPRISES OF ICELAND

Iceland isn't the first place most shoppers think of when considering a European shopping tour. It should be—Iceland is one of the most fascinating countries in the world. Known as the "Land of Fire and Ice" because of its underground thermal springs, its geysers and steaming lava fields, Iceland combines modern technology with ancient Viking culture.

The ideal time to visit Iceland is from May through August. The median temperature is 62° Fahrenheit, and for a change of pace, it's perpetually daylight then.

The cost of your tour could range from \$409 to \$529 (including air fare!), depending on whether you travel midweek or on the weekend, and the duration of your tour.

The "new krona" is Iceland's currency; there are roughly 4.5 krona per dollar. Make sure to bring along your American Express Card or your traveler's checks; both are accepted throughout most of Iceland.

Your tour of Reykjavik, Iceland's capital, could include accommodations in one of the many first-class hotels, fine meals, a fashion show and a sightseeing tour.

Traveling in Iceland is simple. Your tour will include a chartered coach, but if you're interested in venturing out on your own, you can travel by coach using an "omnibus passport." Just bring your travel passport with you, board a coach, show the passport to your driver and sign his passenger list. Relax, and get off whenever and wherever you like.

Reykjavik's midtown is brimming with items to purchase. Select some of Iceland's famous woolens:

sweaters, jackets, coats, scarves and blankets.

Don't limit yourself to these exquisite woolens though; try some Icelandic jewelry. Resembling the old Viking design, it is fashioned out of silver or pewter.

Lovers of the unique or unusual will delight in lavawear. Vases, trays, saucers, cups and ornaments are crafted from hardened lava and hand-decorated with vivid splashes of color.

Remember to ask for the value-added tax forms when you shop. You can receive a substantial refund on your purchases by presenting the forms to the customs officer when you leave. You'll receive your refund within five weeks.

You can also shop duty-free while entering and leaving the country, so your savings can be significant!

EVENTS & THEMES

What better reason to go shopping than Christmas? Rothenberg, West Germany offers a year-round Christmas village. The "Christkindlmarkt" is festively decorated so you can wander among over 100 houses of Christmas ideas. You'll find ornaments, candles, sundries and gifts for all reasons.

Most major credit cards are accepted, and currency exchanges abound for your shopping ease. Your hotel manager can help you ship your packages home, or will help you pack them for your flight home.

CONCLUSION

These are just a sample of the European shopping tours available. The next time you're planning a group tour, think of a destination and call your travel agent to make arrangements. Europe's culture, history and shopping opportunities await you.



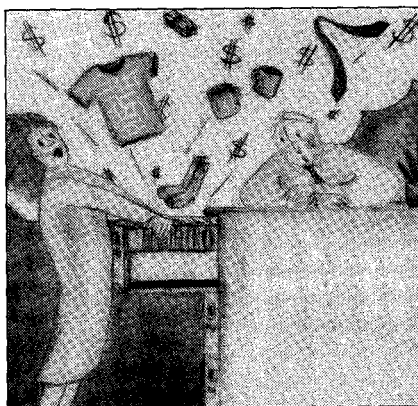
Merchandising

by Deborah Herd

As merchants, we all strive to achieve the very best results from our performance. There are three tools that can influence these results: merchandise mix and layout, inventory control and influencing buying habits with visual cues. When these three factors are being used effectively, the results are greater sales, better customer service and greater profit dollars. Developing, managing and implementing the time necessary to ensure these factors is yet another influence. Utilizing the guidelines suggested below may economize your time. Post the guidelines on a stockroom bulletin board for all employees to read and implement everyday. Make the guidelines an innate program in your store. Yes, this may seem simple in its approach, but it is the repetition of these positive instruments to which people respond.

While the three tools are very important, there is a more powerful direction to follow that must always be present in our employees, in our stores and in our minds: customer service. Customer service means giving the public complete satisfaction with their buying decisions. This includes the product, the employee's working behavior and even the store's atmosphere. The tools mentioned above do not work well unless customer service is achieved in all we do. A customer does not perceive your store as a "convenience" if it is not convenient for you to help that customer.

The three tools were chosen because they all represent key concepts within a store's operation. Choosing to implement or not to implement these concepts could be the difference between a good store



and just an average store.

Merchandise mix and layout involves the actual placement and design within your store. Inventory control involves seasonal planning and markdowns. It also involves model stocks to better control basic items. Influencing buying habits with visual cues can provide increased impulse buying and additional add-on sales. Implement one now, a second next month and a third later in the year.

MERCHANDISE MIX/ LAYOUT

All employee stores are not the same. Some stores carry everything from grain seed to infants' underpants, while others carry only the convenience items needed everyday. But there are some basic guidelines that we all can follow to achieve better results.

1. Place the busiest department in the back of the store. That is, place the photo developing department or the essential items in the back. Essentials include hosiery, stamps, toiletries, and cards and diapers. (Keep the

convenience items at the checkout area, such as gum and candy.)

2. Place the women's and children's department anywhere you want since in many of your stores, floor space is a commodity. Women will find a children's department anywhere you put it. A woman will always buy for her children first and then be drawn to her personal apparel needs.

3. Place the men's department next to hardline merchandise. This will give the men in your store a more comfortable shopping experience.

4. Sell essentials and never run out. Customers will lose faith in a store that is always out of everyday items.

5. Develop profit circles for each department. For example, if you have a table of gift wrap, encircle that table with wrapping tape. If you have VCRs, encircle them with VCR tapes. Always have additional add-on items ready for the customers to see. This is a form of customer service. A customer doesn't want to make two trips to a store for items they forgot to purchase.

INVENTORY CONTROL

Retailing has two absolute necessities. The first is a reasonable sales gain. The second is to operate with a fresh flow of merchandise all the time. How do we do this? We must eliminate merchandise in the season for which the merchandise was purchased. This results in a more profitable sales gain and ensures cash flow for new merchandise.

Utilizing markdowns can often determine how good we are as

Promotions

Here's a list of promotional themes:

Quirky Sales (Ground Hog Day, Academy Awards, Hawaiian Sale--use your imagination!)

Seasonal Holidays (Back-to-School, Summer Fun)

Senior Citizen's Month

Grand Opening

Inventory sale

Religious Holidays

Mother's/Father's Day

Halloween

Government Holidays

Dairy Month

Valentine's Day

Sports (basketball, football)

Mardi Gras

Octoberfest

Safety Week

Travel

Election Year

Company Picnics

merchants. If everything we bought sold through the right sizes, colors and quantities, there would be no question of greater sales growth.

However, using markdowns to accelerate sales may also produce sales growth.

1. Make the first markdown count. Your first markdown is the least costly. Having to mark an item down three, four or five times, costs time, money and space.
2. Clean-up in season. Don't be caught selling Halloween gift wrap in December.
3. Shout a save story. After a markdown has been made, make sure that the customer is aware of the item, the savings and the price, using a sign.
4. Utilize vendor aid. There are many vendors who will supply money,

incentives and contests in order to clean up old merchandise.

Essentials, as mentioned earlier, should never be out of stock.

1. It is always better to start off with more basic stock of a new item than to try and play "catch up" for several months.
2. Count by color and size and reorder as needed.
3. Count monthly, biweekly or weekly as dictated by the nature of the item and reorder as needed.

Do not count fashion items. There will always be a newer and more fun product to replace the older one. Sell out of the fashion items and buy the newer one.

INFLUENCING BUYING HABITS

We are all customers. We all shop and are influenced by our shopping environment. We are influenced by deliberate cues. The following are cues that will influence the customers in our stores:

1. Signs—Our silent salesmen: Place large signs on large tables and small signs on small tables or fixtures. Fundamental, yes; implemented, no. Utilize vendor-supplied signs, because much of this material is top quality and free. Use multiple signs, perhaps the greatest key to additional sales. For example:

Candies
5 for \$10.00

These items are not on sale. They are regularly \$2 each. However, customers will buy five candies because of the suggestive cue.

2. Item intense: Cue your customer that your store is in business. Get all of your merchandise out of your

stockroom and stack it out on tables, under tables or hanging on walls.

You should have more merchandise on the floor than you have props.

3. Accessorizing: Layer, layer, layer. Place a scarf on a blouse and they will sell together. Place the wallet with the handbag and they will sell together.

4. Layout: Establish definite aisles in your store. A customer does not want a maze of aisles. Customers generally will go to the "right" of a store upon entering. Utilize this habit to your best advantage. Invite, not "fort"-ify. Don't block the entrance into your store by placing a barricade of racks or tables across the front of your store. This cues the customer to go around the items.

CONCLUSION

Merchandise mix, inventory control and influencing buying habits with visual cues are just some of the tools to help merchants achieve sales and profit goals. As individual merchants, having the right merchandise at the right time at the right price is our ultimate goal. However, our collective responsibility starts with customer service. We all want happy customers, a clean, well-presented store and sales growth.

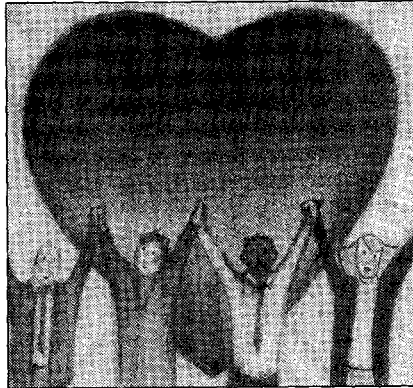
In many cases, getting customers to respond is something that happens because they're already in the store. They see we've got what they want, and it's at a good value. They see it because we have successfully managed the time and our resources, which includes our people, to control the factors that we can control. Best of luck in all you do!

Deborah Herd serves on the Texas Tech University Retailing Advisory Board, is a Dallas Fashion Group Award winner, and is a buyer for J. C. Penney in Lubbock, Texas.

Talkin' Walkin'

by Celeste Hamman, M.Ed.

You've been talking about starting a walking program. Now's the time to step up your efforts. *Fortune 500* predicts walking will be the fastest-growing sport of the 90s. Currently it's estimated over 55 million Americans walk on a regular basis. With the media drawing so much attention to walking, you can't help but have a successful program, provided you preplan your program properly.



to tackle an absenteeism or high cost health insurance problem? Is your emphasis on improving cardiovascular fitness as a means of improving energy and attentiveness? Maybe you are interested in team-building experiences for your employees. Generate ideas with your goals in mind.

Statistically, about 10-20 percent of your employees will involve themselves in fitness-related activities whether they are offered at your worksite or not. Another 10-20 percent will probably never become involved in any type of wellness promotion, no matter how convenient. That leaves you with about 60 percent of your employees who are "sitting on the fence" in terms of making healthy lifestyle choices. These employees comprise your target market. Bringing this group into your wellness program not only creates a positive effect on their health, but also generates the biggest return on your company's investment. When Texas Instruments (TI) in Dallas, Texas, established their walking program, they began by targeting their non-exercising

population and continued to promote walking as noncompetitive and nonthreatening. Union Life in Little Rock, Arkansas, encouraged their "fence-sitters" by targeting a time of day. Their noontime-only "Downtown Walk-A-Round" reached many employees not able to participate in after-work activities.

On your action plan note those pockets of employees you see as the "fence sitters" in your organization. Keep the attitudes and characteristics of these employees in mind for program design and promotion.

ACTION PLAN

Grab a sheet of paper and title it "Action Plan-Walking Program." Make notes about the ideas presented and what action you can take to get your program off the ground and "walking." Your final plan will include ways to design, promote, implement and evaluate walking at your worksite.

Successful planning starts with setting goals, lending guidance to your decisions. The basic premise underlying wellness promotion is that employees benefit from being involved by an increase in the quality of their lives, either through decreased risk of disease/death or improved health or both. In turn, the company benefits from its investment by having employees who are more energetic, feel good physically and mentally, are sick less often and therefore, have fewer medical bills and lower absenteeism. For your action plan, determine the goal of your walking program: Are you trying

PROGRAM DESIGN AND PROMOTION

Sedentary populations often exhibit other poor health habits such as smoking, overeating, high stress, hypertension and diabetes. Regular exercise can have a positive influence on changing these habits, but many people in this group have not stayed with an "exercise program" due to past negative experiences. That's where walking takes on much of its appeal: it is something people already know how to do, it's not physically threatening, and it can provide a pleasurable experience for beginners. Additionally, the following benefits can motivate both the participant and program decision-makers to getting involved in a walking program:

- Takes very little equipment to develop or participate in a walking program
- Encourages all forms of

- participation. A participant can walk almost anywhere, with or without a group, at work or at home
- Allows all fitness levels and abilities a chance to participate (Design your program to include handicapped employees, if applicable)
 - Creates opportunities for socialization among levels of employment
 - Promotes an exercise people can do for a lifetime
 - Improves overall fitness including muscular and cardiovascular
 - Relieves stress and enhances creativity
 - Reduces the appetite, burns calories, helpful in weight management

Review the list and write on your action plan two or three benefits you feel would appeal to your particular group of fence-sitters that are in line with your original goal. Use these as "promotional hooks" and allow them to guide you toward appropriate program options.

PROGRAM OPTIONS

There are three broad program categories—education, incentive and organized—from which you can pick and choose options to help satisfy the goals you have established.

Educational programs are geared towards raising awareness and providing basic self-help information for making a lifestyle change. Although the least time-consuming to administer and the least expensive, solely self-help protocols are not effective at initiating and maintaining lifestyle changes for a high percentage of people. Results from these programs improve substantially when they are paired with incentive or organized programs and act in complimentary ways. Southwestern Bell in San Antonio, Texas, uses educational materials to inspire walkers to participate in "Walk for

The Good Life," an incentive program geared to increase the cardiovascular fitness of their sedentary office workers. Other examples of educational programs and promotional ideas include: *self-help booklets*—published by health education and shoe companies; *workout logs*; *hall posters*—maps of convenient walking routes, benefits of walking; *brown-bag workshops*—how to start a walking program, how to stretch, how to buy shoes (invite a shoe company rep); *newsletter articles*—profile an employee who already enjoys the benefits of walking; and *educational information*.

Promote your programs through health fairs, a booth in the cafeteria, reminder signs at the elevator, sneaker day (everyone wears their athletic shoes) or office-to-office break time discussion groups. Additionally, use normal lines of communication including memos and newsletters.

Choosing the educational approach is for organizations which have limited personnel and/or financial resources or are currently involved with other types of wellness programming where walking would reinforce another primary focus, i.e., stress management, weight loss or smoking cessation.

Incentive programs reward employees for their participation in the program. Rewards can be of *material* nature (T-shirts, visors, water bottles, pedometers, walkman radios, shoes); give *public recognition* (display tracking records, bulletin boards, newsletters, award ribbons); and promote *social interaction* (party for winners, kick-off event, lunch with the president). Participation can involve individuals (particularly useful for shift workers, unsafe or unavailable walking areas, numerous worksites) or teams (promotes camaraderie, peer reinforcement). Determine rewards any number of ways including minutes walked, miles walked, number of days walked, "map" walking (progress across a map of your state, the nation, through the universe, etc.). Consider limiting

credit to 45 minutes or three miles per workout for safety's sake and to retain enthusiasm and competitiveness of beginners. Extend your program over three to six months with prize "milestones" spaced frequently throughout the program.

Walkers at TI got a T-shirt after one month in the three month "Take a Hike" incentive program. At the end there were awards to all participants and door prize drawings. Southwestern Bell reinforced their walkers who completed 25 miles every four weeks with prize drawings. Those completing 100 miles in four months were part of a grand prize drawing. Noontime walkers at Union Life stayed revved up with weekly drawings, group stretching and a grand prize drawing. Gates Rubber Company in Denver, Colorado, incorporates recognition rewards in addition to prizes. Age-group and overall winners (determined by number of miles walked on facility track) get their chance to shine at a special awards ceremony hosted by the Vice President of Gates.

A coveted grand prize makes promotion of your incentive programs easy. Also, numerous chances at smaller prizes draws attention. Entice a graphics employee to draw an eye-catching logo for the cost of a T-shirt and public recognition. Use your logo on all promotional material, prizes and giveaways such as T-shirts, buttons, caps, and large drinking glasses. Kick off your program with hoopla, balloons and whistles—team relays using a walkman radio as a baton; "poker walk" in or outdoors where participants pick up a playing card at five different check stations. Person(s) with the best/worst hand(s) win. Free fun foods including popcorn or frozen yogurt always draw a crowd. Winners in some sort of easy game (educational, health-oriented) get the food.

Incentive programs typically have high levels of participation and can help companies achieve many wellness goals. They are especially useful for organizations with large

numbers of employees, diverse work hours, numerous worksites and/or lack of facilities.

Organized programs involve group activities led by a facilitator or fitness instructor, usually performed at regular intervals. These could include *walking workouts* (at convenient times such as noon, breaks, after work); *skill workouts* (such as pace, interval or hill walking), *racewalking/walking workshops* (weekly or monthly, one-on-one appointments), or cardiovascular assessment *walking tests* (monthly or bimonthly to measure progress). Outside contractors can lead the classes or an interested employee may volunteer to be trained. The success of these types of programs lies in the personal attention, skills training and behavior change reinforcement within a social environment. TI's "Walking Texins" club incorporates many of these ideas with their weekly scheduled group walks, monthly meetings and frequent clinics and seminars.

Free first-time classes are a good way to get people involved in organized programs. Educational workshops and lectures are also useful in drawing attention to ongoing classes. Incentives enhance publicity for organized programs and promote continued participation—new members get a T-shirt; consistent attendance is awarded with a tote bag and recognition; bringing a friend who joins deserves a discount on class cost. Let the walking instructor lead some two minute mini-stretch breaks in small office groups or the break room and s/he discusses the class times and content.

Organized programs work well with companies having more clearly defined work hours, suitable walking areas and well established communication and promotion network. Substantial changes in employee fitness can occur with this type of program and can be maintained over time.


Back to your action plan: list several ideas for programming and

corresponding promotion you think might work at your company. Before you decide on any one course of action, however, it is important to generate some consensus for your program from two important sources, management and key employee leaders. Concentrate on management personnel who believe in the benefits of regular exercise and employee leaders who may or may not be fitness enthusiasts, but like to be part of company happenings. Get their ideas on the possible program options and promotional plans you have outlined. Propose a budget. Let your committee make as many final decisions as possible. Their ownership of the program translates to important word-of-mouth advertising. Can you use their name in publicity? Will they be a visible participant? How can you get them publicly involved? Use your action plan to list possible management and employee contacts. Promoting the vice president as the host of the awards ceremony allows Gates Rubber Company to capitalize on their vice president's interest in the walking program. Union Life walkers wore buttons that said, "Ask me about the Downtown Walk-A-Round."

PROGRAM EVALUATION

Before the program is implemented, make a plan for evaluation. Go back to your original goal. Are you trying to improve the cardiovascular fitness of your employees? Begin and end your program with a cardiovascular fitness assessment and see if indeed there was a change. Was your goal to increase the exposure of your wellness program to those not previously involved? Keep records of first-timers and survey them to find out why they haven't gotten involved before. What other interests do they have? Jot down one or two ideas on

your action plan for an evaluation based on your goal. Develop these ideas more fully after the exact program components have been determined.

As you can see, starting a walking program is more than tying on your shoes and saying, "Let's go walk." But the hardest part is getting started; you're already halfway there with your action plan in hand. Take your first step today. It's time to walk your talk. 

Celeste Hamman, M.Ed., of Celeste Hamman Fitness Consultants works with employee wellness programs and specializes in the instruction of power walking and racewalking clinics in Austin, Texas.

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Contact: Bob Bush

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Contact: Lori D. Wolin

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Contact: Harry Bullock
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(804) 296-5676
Contact: Elizabeth J. McMartin

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288 Berkley St.
Boston, MA 02116
(617) 262-1826
Contact: David Goldstein

With locations in Philadelphia, Dallas, and Boston, the Mystery Cafe is a murder mystery dinner theater. While eating dinner, the audience participates in solving the mystery that waiters and waitresses act out around them. It's like a live game of Clue®.

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Yankee Stadium
161st St. & River Ave.
Bronx, NY 10451
(212) 293-4300
(212) 293-6013 (ticket information)
Contact: Deborah A. Tymon

The New York Yankees play from April through early October. Each season holds an exciting calendar of special events and promotion days.

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OLYMPIC REGIONAL DEVELOPMENT AUTHORITY

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(518) 523-1655
Contact: Laurie Colon

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THE POINTE RESORTS


7500 E. Dreamy Draw Dr.
Phoenix, AZ 85020
(602) 997-7777
Contact: Kimberly Hankel

The Pointe Resorts is an all-suite luxury resort company based in Phoenix, Arizona. Each of the three resorts is a Spanish Mediterranean village adjacent to Phoenix's mountain ranges. Guests can choose from among the following recreational activities: golf, horseback riding, tennis, bicycling, swimming, and more. With a total of

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REGALI, INC.

8131 LBJ Freeway
Suite 350
Dallas, TX 75251
(214) 238-8830
Contact: Rupa Dutia
Krish Dutia

Regali, Inc., a manufacturing, wholesale company, offers quality merchandise at competitive prices. This company specializes in corporate logo pins and jewelry, and incentive programs. Products are available for employee stores and promotional programs are available to companies without stores. 

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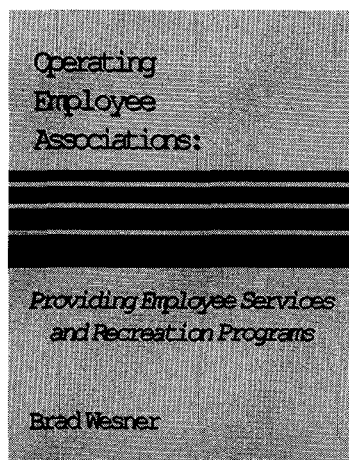
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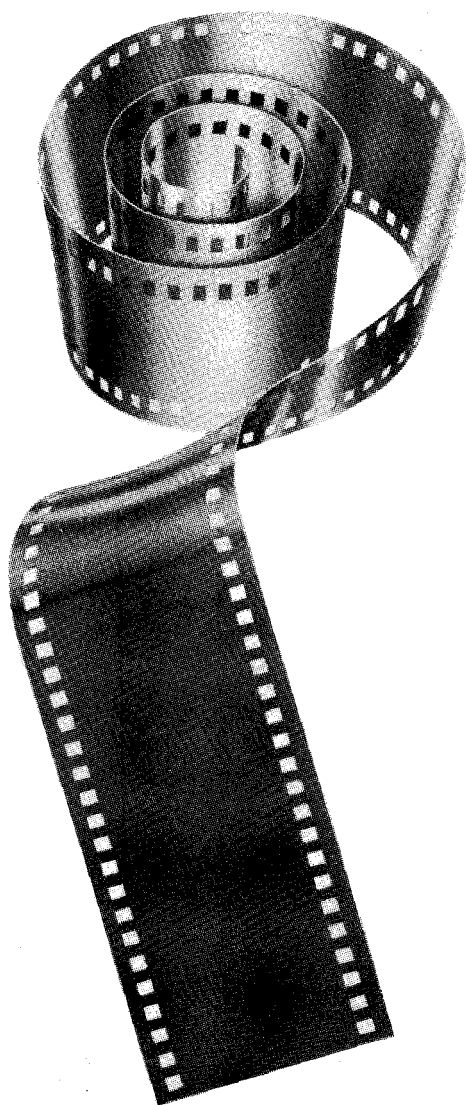
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A New Development In NESRA Membership

The National Employee Services and Recreation Association (NESRA) is proud to announce the establishment of the new Employee Store Section Membership.

Approved by the NESRA Board of Directors during their Spring Board Meeting, April 30-May 2, 1989 in Dallas, Texas, this section is intended to provide services to those individuals responsible for managing their employee store.

Through the establishment of this new membership section, NESRA continues to remain at the forefront of the ever-growing field of employee services, recreation and health

promotion. NESRA becomes the only national association to identify and service the needs of employee store managers.

NESRA will provide section members with the resources needed to effectively manage employee stores. Section members will be provided with many services, including:

- **EMPLOYEE SERVICES MANAGEMENT** magazine, which includes timely and useful articles covering the many aspects of employee store management.
- Resource information on such store issues as inventory control, purchasing, layout and design,


merchandising and store justification.

- **EMPLOYEE STORE PEER NETWORK DIRECTORY**, which will provide an excellent way for store managers to network with one another regarding various store issues.
- Annual Conferences and Exhibits which will continue the networking opportunities as well as focus on key employee store management issues.
- Access to national discount programs to enhance employee store operations. These include discounts on sportswear, men's and women's clothing, jewelry, seasonal merchandise, company logo items and sundries.

Other services to be developed include an employee store section newsletter, employee store starter kit, additional publications and an awards program.

NESRA urges all member companies with employee stores to encourage their store manager to become a section member for an annual dues investment of only \$65.00. For those individuals who manage their employee store and are already the NESRA member contact for their organization, the annual investment is only \$25.00.

This new section membership follows the very successful employee store educational track at NESRA's 48th Annual Conference and Exhibit in Dallas, Texas. At the conference, employee store managers heard professionals speak on a variety of employee store topics including merchandising, computerization and store promotion and had the opportunity to network during the strategy exchange session. Another educational track is planned for NESRA's 49th Annual Conference and Exhibit, May 16-20, 1990 in Washington, DC.

NESRA has mailed section membership information to those members with employee stores. If you have an employee store and have not yet received information, or if you have any questions, contact Ken Cammarata, NESRA director of member services, 312/562-8130. 

NESRA NETWORK

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Director—Gloria Roque (212) 456-6043

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque: (212)456-6043.

Connecticut Employee Services and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen: (203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie: (617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Karen Moonan: (716) 266-8852.

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Dayton Industrial Athletic Association/Dayton, Ohio. Contact Raymond M. Rakar: (513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford: (814) 825-2915.

League of Federal Recreation Associations/Washington, D.C. Contact Arlene N. Williams: (202) 479-0089.

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Warren and Youngstown Employee Services/Warren, Ohio. Contact Gary Holby: (216) 783-2860.

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REGION III

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Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact

Jesse Guerra: (312) 840-4305.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Beverly Weiss: (313) 471-8654.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Bair: (219) 267-9389.

REGION IV

Director—Jo Ann Rollins, CESRA (919) 770-2545

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead: (803) 725-7543.

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REGION V

Director—Jim Urick (612) 733-6225

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd: (612) 459-1482.

REGION VI

Director—Pamela K. Hahler (303) 744-5226

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Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner: (314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Laura Watts: (713) 888-5423.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Diane Rollins: (817) 232-6495.

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Employee Services and Recreation Orange County/Orange County, California. Contact Phyllis Smith: (714) 732-2432.

Golden Gate Chapter of Employee Services/San Francisco, California. Contact Dale Shafer: (415) 973-5557.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Jeannette Ross: (213) 413-3304.

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CONFERENCES & EXHIBITS

The 1990 NESRA Conference and Exhibit will be held May 16-20, at the Hyatt Regency Crystal City in Washington, D.C. For more information, contact NESRA Headquarters: (312) 562-8130.

September 7-10, 1989. NESRA Region VII Conference and Exhibit. Bally's Hotel & Casino, Las Vegas, Nevada. Contact Phyllis Smith: (714) 732-2432.

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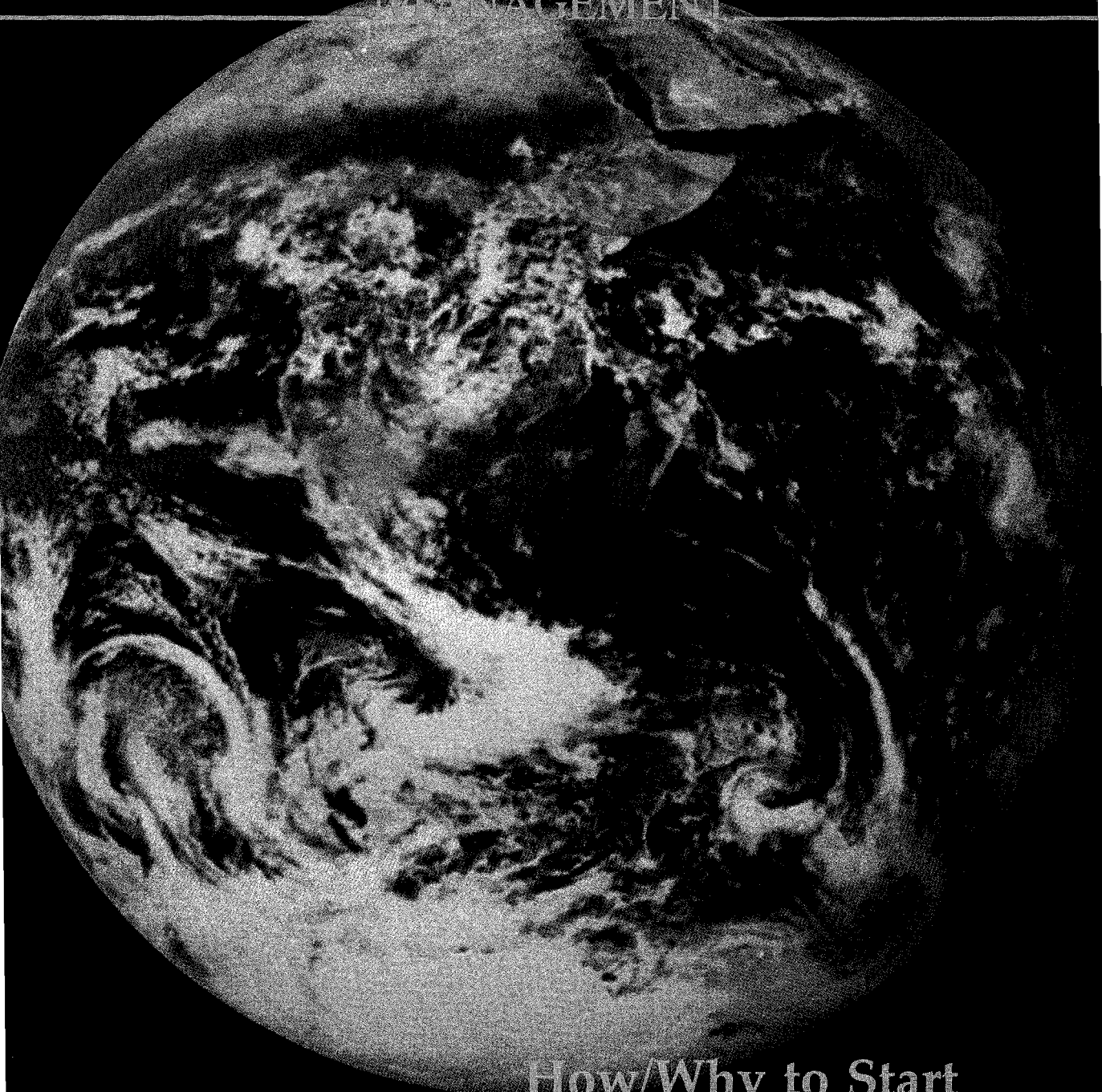
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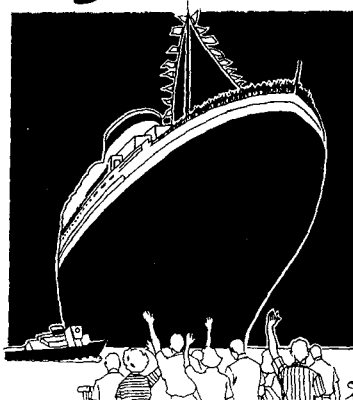
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A travel program offers a valuable service to your employees, retirees and their families. Read this month's cover story, "How/Why to Start a Travel Program" to find out how to get a travel program off the ground and "into orbit."

Retirement brings an unavoidable change of lifestyle. To explore the steps involved in preretirement planning programs, read "Uncharted Territory: Retirement."

The anticipated demand for long-term health care by an aging population places an increasing burden on family and community services. Read "Eldercare and Long-Term Health Care Planning" to learn the health care options available and where you can go for help and information.

Washington, D.C., site of NESRA's 49th Annual Conference and Exhibit, combines America's history with some of the most modern architecture in the nation. Read "Washington, D.C.: A 'Capitol City'" for a look at the Hyatt Regency, Crystal City, and a glimpse of Washington's many attractions.

And don't miss this month's ESM Bulletin, an overview of NESRA's newly-released Salary Survey; the Employee Store Column, which poses the question, "Should Your Store Be Automated?"; an analysis of the benefits of health promotion programming in September's Health Promotion Update; and suggested curriculums for students pursuing an ES&R career in this month's Viewpoint.

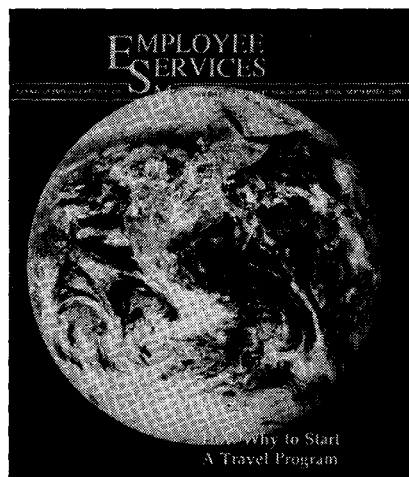
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- PROGRAM LIABILITY
- HOW TO PRODUCE A NEWSLETTER
- CASE STUDY

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NESRA Salary Survey Available

The ES&R field has grown to meet the needs of an ever-changing work environment. What use to fall under the "recreation administrator's" umbrella now encompasses three different types of ES&R job descriptions: Those for full-time ES&R professionals, multi-hatters and volunteers.

Six full-time staff positions were studied: Clerical assistant, employee store manager, recreation facility manager, fitness manager, recreation programmer and employee services director. The remaining four positions described multi-hatters: Clerical, professional, managerial/administrative and executive.

In 1977, a recreation administrator earned an average of \$19,649, compared to 1989's average of \$46,604—an increase of over 100 percent! As expected, the 1989 survey suggests a step-ladder approach, with levels of pay increasing as positions move from clerical to executive.

The 1989 NESRA Salary Survey, conducted by the Management Association of Illinois reports on 733 pay rates of 10 different positions at various levels of education. Over 300 member companies participated in NESRA's survey. The results are presented by size of company, facility, budget, experience, full-time service and recreation employees, and region.

Size of Company

Both the 1977 and 1989 surveys show a direct relationship between the size of the company and the salary of the top ES&R professional. While in 1977 a recreation administrator could



expect to earn between \$15,750 with under 100 employees to \$22,600 with over 10,000 employees, the ES&R director of 1989 earns at least 100 percent more at each level of company size.

Facility

The existence of facilities also seems to have a bearing on the ES&R professional's salary. There is roughly a 10 percent difference in salaries between ES&R directors without facilities, with indoor facilities and those with outdoor facilities. However, the difference between these three groups and the ES&R director who has indoor/outdoor facilities is a surprising 20 percent. The average salary of an ES&R director who has indoor/outdoor facilities is approximately \$56,274.

Experience

Tenure in the ES&R field also seems to have a direct influence on salary. In 1977, those with under one year of service held median incomes of \$10,920, those with over 30 years of experience earned \$23,983. In

1989, these figures have doubled in many cases. Overall, there is at least a 100 percent difference between the salary of an ES&R director with less than a year of experience and one with over 20 years experience. This suggests that tenure is rewarded very highly.


Region

As in 1977, annual salaries also vary by region. In 1977, the lowest salaries were earned by those in Region IV with a median salary of \$13,500; the highest salary, \$16,824, was earned in Region I. In 1989, the lowest salaries are held by those in Region VII, with an approximate average of \$36,878; the highest are held by those in Region III, with an approximate average of \$61,571.

Conclusion

The fact that salaries have grown at a rate exceeding the adjusted Consumer Price Index and the ES&R profession has expanded to encompass a wider range of responsibilities suggests that the ES&R profession is increasingly becoming an integral part of the workforce.

To find out exactly how your position and salary compares with others in your field, please contact NESRA Headquarters to order a complete copy of this survey. Copies are available at \$50 for members who participated in the survey, \$75 for nonparticipating members, and \$100 for nonmembers.

Call (312) 562-8130 or send your check to NESRA, 2400 S. Downing Ave., Westchester, IL 60154. 

Career Attachments

Americans are not changing careers as readily as some may think, reports *American Demographics*.

A recent study conducted by the Bureau of Labor Statistics reveals while entry-level workers need a few years to find their niche, many people in their late 20s and early 30s have settled into a career. More than half of workers 40 and older have been in their current occupation at least 10 years.

Although some sources predict career changes will increase, according to this study, the occupational tenure of Americans is increasing. In 1987, employees had been in their current occupation a median of 6.6 years, up from 5.7 years in 1983.

Occupational tenure is increasing because the workforce is aging and women are remaining in the workforce after having children. The number of jobs in occupations demanding high levels of education are increasing. The higher education necessary to secure the job, the higher the attachment.

People are more willing to switch careers up until they are 45 than they are after that age. For example, 22 percent of 25-29-year-olds have been in their current occupation for less than two years. However, fewer than 10 percent of people aged 45 and older have been in their current occupation for that little time. Many employees spend their entire lives in one career. Fifty percent of those age 65-69 have spent more than 20 years in their current occupation, and almost 20 percent have at least 40 years of experience in their current occupation.

Occupations attracting older workers have workers with the longest tenure. For example, the median age of barbers is about 50, and 75 percent of them have been in that occupation for more than 10 years. However, more than 80 percent



of food-counter workers are aged 16-24 and 88 percent have three years or less tenure in that occupation.

For the most part, 43 percent of men and 30 percent of women have at least 10 years of experience in their current occupation. Some occupations which have been traditionally female have highly experienced personnel: 61 percent of elementary-school teachers, 48 percent of registered nurses, and 40 percent of secretaries have been in their profession for 10 or more years.

What keeps employees in their occupations? The amount of educational investment employees have in their career. The more educational investment, the more attached people are to their career.

New Hope for Breast Cancer

Scientists recently discovered a natural protein which stops the growth of cancer cells, reports *USA Today*.

With this protein, scientists may be able to produce more potent treatment and maybe even prevention.

The protein, mammastatin, is present in human blood. Normal blood cells contain at least 10 times more mammastatin than breast cancer cells. Scientists also say some women have 80 times more of this protein.

In the lab, when the protein is applied to cancer cells, it shuts down these cells.

Unlike chemotherapy, mammastatin does not damage normal cells. Instead, it attaches to breast cancer cells specifically.

This discovery may provide a clue why childless women are more susceptible to breast cancer: Very high levels of estrogen, found at the end of pregnancy, release mammastatin.

It will be a few years before the protein is used for treatment or prevention in high-risk patients.

Quick Travel Kit

To ease the tension of last-minute packing, prepare an emergency travel kit suggests *Communication Briefings*.

By gathering some items ahead of travel time, travelers can avoid wasting time thinking about and packing some essentials.

Create a travel kit including these items:

- Business Cards
- Telephone Credit Card
- Pen
- Mini-Tape Recorder
- Legal Pad
- Dollar Bills
- Change
- Key Phone Numbers
- Spare Glasses or Lenses
- Stamps
- Post-It™ Note Pad
- Required Medication

What Motivates Women?

While women are starting their own businesses at about twice the rate as men, women have different motives for doing so, according to *The Wall Street Journal*.

A recent survey of more than 450 female entrepreneurs found only 9 percent of them say they started their own companies "to earn more money." Many women said they are motivated by having more control over their own career or by

encouragement from relatives and friends.

While more men are motivated by financial factors, only 2 percent of women entrepreneurs ranked personal income as the most satisfying aspect of business ownership.

Twenty-nine percent of survey participants said they received satisfaction from producing a quality product or service. Other women (26 percent) said they benefit from having more control over their lives or more flexibility in their lifestyles and 18 percent considered interaction with clients satisfying.

According to these women, success can be measured in terms other than financial profits. Only 12 percent of women surveyed measured success by sales growth or profit. Instead, 38 percent measured their success with happiness or self-fulfillment. Others defined success by the challenge and achievement of entrepreneurship

(30 percent) and by helping others (20 percent).

The study suggests it pays for women to focus on goals other than financial success. According to this study, women who focus on goals other than the bottom line are more likely to own a business that has sales of at least \$500,000 than those who focus primarily on sales and profits.

Fitness Center Addition

Fitness centers can expand their services by offering "work-hardening," according to *Club Industry*.

Work hardening is a way to tone a laborer's whole body for work after an injury has kept him/her out of work for weeks or months. While the employee goes through therapy to recondition the injured body part, the employee needs to recondition the whole body for work again. If the

employee's whole body is not ready for work, s/he may reinjure him/herself or suffer a new injury. To return to work safely, the employee should undergo work-hardening; fitness-related activities to get the rest of his/her body in shape.

Work-hardening involves a combination of cardiovascular work, flexibility exercises, and weight training to strengthen the injured part and the whole body as well.

Work simulation is integrated in the work-hardening process. In one center, participants perform activities done while working. Carpenters hammer nails and saw wood, and assembly-line workers lift weighted boxes onto shelves. Exercise physiologists interview each person to discover what activities s/he typically does while working and then tailors a program to meet his/her needs.

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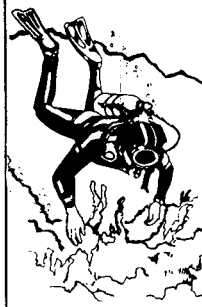
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One fitness center developed a work simulation area using commercial ladders, ropes and pulleys, and hammers and saws purchased at a local hardware store. Most fitness centers can set aside a room or a partitioned corner for this purpose.

Besides performing work simulation, participants become assimilated into the fitness center along with all the other members, during nonpeak periods. Work-hardening can help fill a fitness center's usage gaps. Their day usually begins at 7 a.m. in the work-simulation area—away from other members—during the morning rush hour. When the morning crowd disperses, work-hardening participants fill the fitness center. At lunchtime, work-hardening participants take an hour lunch break, allowing members to fill the fitness center. Work-hardening participant's day conveniently ends before the

after-work rush begins.

In addition to keeping the fitness center busy, work-hardening can increase the center's bottom line. By charging \$100 a day, a center can collect \$800 if one person comes in four days a week, for two weeks. However, some fitness centers say they wait about three months to receive payment from workman's compensation.

Temporary Retirees

Instead of hiring outside temporary workers, more companies are calling retirees back for temporary work, reports *The Wall Street Journal*.

One corporation estimates it saves \$1 million a year in employment-agency fees by staying in contact with retirees and recalling them as needed. At any one time, 60 percent of temporaries are retirees from this company, or from other companies.

The changing composition of the workforce appears to be a key factor increasing the need for retiree temporaries, reports The Conference Board. Not only are the number of younger workers decreasing and the number of people over 60 increasing, but medical advances affecting longevity and fitness, make retirees an alternative to human resources.

Of a dozen employees who retired last year at one food company, half have already been recalled for temporary work. Retirees have also been invited to fill virtually full-time positions for a major retailer during the Christmas rush.

Some companies call on retirees because they are "better workers" and others do so because retirees offer the knowledge and experience outside temporaries lack.

It's common for companies with an ongoing demand for temporary clerical/secretarial help to develop

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retiree job banks. For example, one company has a retiree job bank with 700 names. About half are former employees and the other half were recruited from the community (through a widely-publicized job fair known as the "unretirement" party).

High-technology companies turn to skilled retirees, rather than

inexperienced temporaries, to complete technical tasks. Labor-intensive companies find retirees are ideal for retail, fast food, hospitality and customer-service oriented industries.

A variety of studies show many older people are willing to stay in the workforce if they find suitable jobs

with part-time and/or flexible work hours.

Besides company savings, there are many benefits to creating an in-house temporary staff, reports

Communication Briefings:

- **Familiarity:** You will be familiar with each retiree's skills and you will be more effective placing him/her. You will also be counting on him/her.
- **Reduced Training Time:** These candidates will already have the job experience necessary to do the job. Temporaries will understand company structure and policy.

Temporaries will enjoy these benefits:

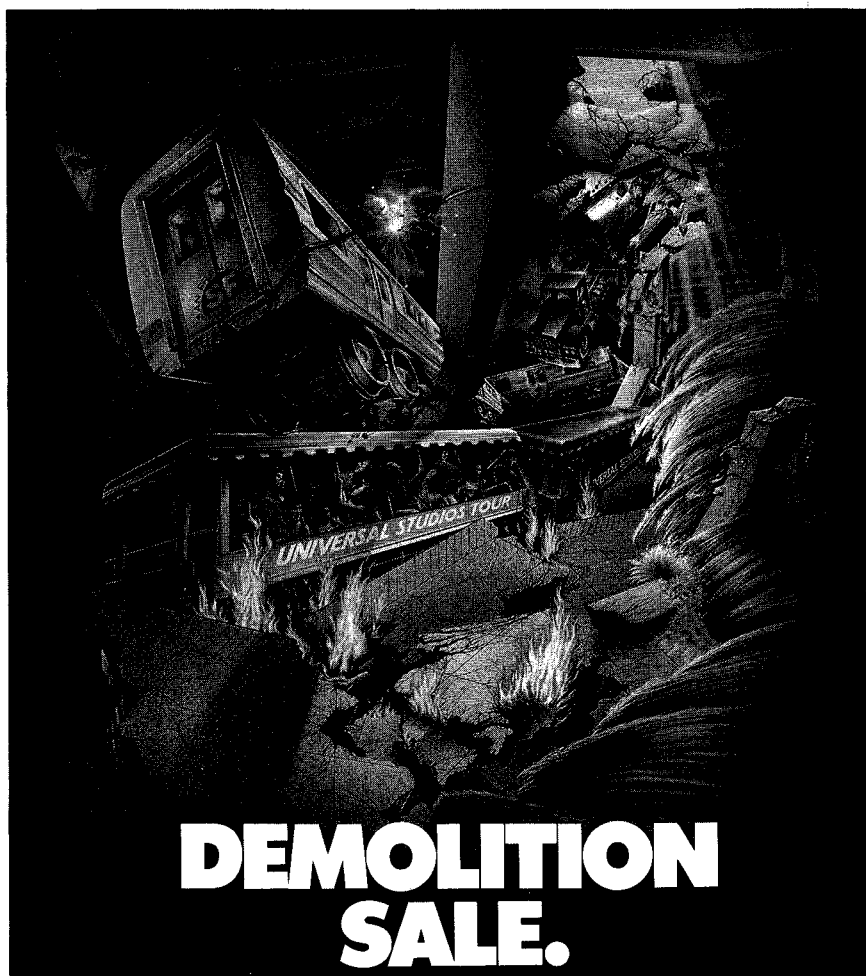
- **On-site placements:** Temporaries like variety but dread uncertainty. They will be comfortable with your environment.
- **Company identity:** Temporaries and employees alike will enjoy the security of coming to work with the company "family."

Timing Is Everything

Researchers have performed many studies regarding our body clocks throughout the years. They have discovered the best and worse times of the day for certain activities, reports *Executive Fitness*.

To maximize your efforts, follow these suggestions:

- **Make decisions between 7 and 11 a.m.,** when depression and anxiety are lowest. Avoid making decisions between 2 and 8 p.m., when anxiety is highest.
- **Perform simple tasks (i.e., cleaning)** early in the morning for larks (morning people) and after lunch for owls (night people).
- **Attempt complex tasks (i.e., income taxes)** at midday or late afternoon, when body temperature reaches its normal high point.
- **Realize short-term memory is most acute between 10 and 11 a.m;** long-term memory is best in early to mid-afternoon.
- **Exercise in the morning,** when your tolerance for pain is highest or in early afternoon, when overall athletic



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skills peak.

- Read and reflect from 2 to 4 p.m., when body temperature starts to drop.
- Take aspirin between 7 and 8 a.m. for greatest effect with the smallest dose. It's least effective between 6 p.m. and midnight.
- Have your blood pressure checked while you sleep to receive the lowest reading and in mid-afternoon to receive the highest reading.
- Learn something new by studying just before going to sleep. It's the best way to retain information for the next day.
- Visit the dentist as early as possible to take advantage of your strongest tolerance for pain.
- Snack in the morning, an hour after waking. Calories burn fastest and most completely in the morning because the thyroid is more active and insulin levels are lowest. To increase success on a diet, make breakfast the biggest meal of the day.

- Ask for a raise over lunch, when people are most agreeable. In a recent three-year study, researchers discovered more business contracts are signed over "power" lunches than at any other time.

Future Commutes

Travelers in the '90s will use smarter cars and faster trains, according to *USA Today*.

In-car computers which monitor traffic conditions, congestion and alternative routes may become available. Experts have already developed a less advanced system.

A form of collision avoidance may also become a norm. A computer would trigger the driver if the car encountered a dangerous situation.

Trains may also change in the future. High-speed (160-230 miles an hour) supertrains already operate in Japan and Europe and they may be

used for routes from Los Angeles to Las Vegas or from Miami to Orlando.

Stress and Children

In the future, it may be possible to determine at infancy whether or not a person will be prone to stress, according to *USA Today*.

Some scientists think children could be taught how to cope with stress at an early age. This may protect them from stress-related diseases such as high blood pressure, depression or heart disease later in life.

Now researchers are performing a variety of experiments to discover how this may be possible. Experiments with humans involve placing children in everyday situations to see how they react to change.

Children encounter experiences, such as meeting someone new, which

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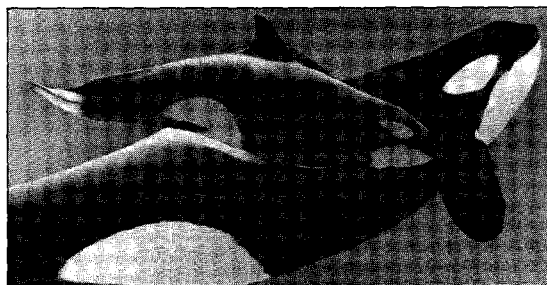


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may cause them to feel uneasy. To discover how anxious children become in these situations, researchers observe the children, check their heart rates, look at blood samples and measure hormones found in saliva.

Researchers are performing additional experiments with rhesus monkeys to find out more about stress in humans. Researchers study monkeys because they are like humans since they live in a variety of environments and they encounter many situations. Monkeys also mature four times as fast as humans, making it possible to observe a generation in four or five years.

Monkey research so far, has indicated that stress can be inherited.

One scientist suggests coping strategies may be the key to dealing with stress. For example, take a friend with you when you encounter a new situation or anticipate what you will do or say in a stressful situation.

Multi-Hatters Gain Popularity

Reflecting the new rigors of corporate worklife, at least 20 percent of today's upper-level managers/executives are performing one-and-a-half or even two jobs, according to James E. Challenger, president of the outplacement company Challenger, Gray & Christmas, Inc.

This phenomenon began about two years ago during widespread corporate restructuring and downsizing. The practice is especially prevalent in industries such as retailing and banking.

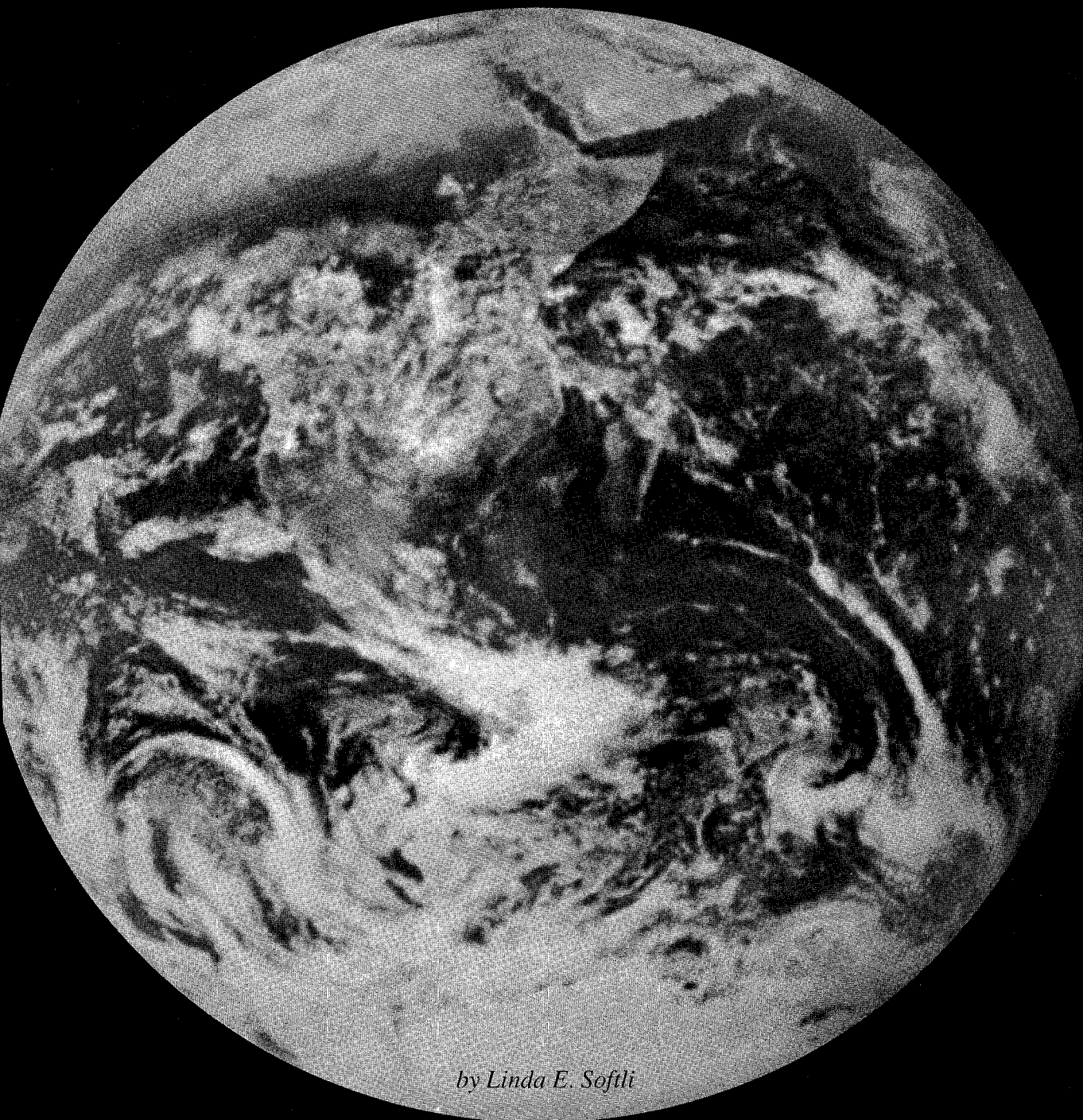
Challenger says, "The result is that many of the managers/executives who are doubling-up run the risk of burning themselves out prematurely. For others, the strain of the workload is contributing to shorter job tenures."

Although a company's need to service its customers and meet its competition has not changed, fewer employees are expected to meet these needs. Where one-and-a-half to two-job executives work, the 40-hour work week is becoming extinct. Instead, a new standard exists: do whatever it takes to get the job done.

During restructuring, many large firms broke down their company to sell sections as smaller companies. While doing so, companies created new job opportunities, but these jobs involve more than one responsibility.

There are no shortages of jobs for those who can handle the increased corporate workload. Successful people tend to be either workaholics, with type "A" behavior, or multi-talented with the ability to do several different types of jobs.

HOW/WHY TO START A TRAVEL PROGRAM



by Linda E. Softli

Planning and implementing an employee travel program can be lots of fun—but it requires a lot of personal time, patience, genuine interest and hard work.

The benefits of “group” travel are many:

- You will be providing another valuable service to your employees, retirees and their families. If you end up having two successful trips a year, it is a successful program!
- A travel program is a morale booster. It provides an atmosphere of fellowship which extends to the workplace.
- There are many fantastic trip discounts available for groups. There are discounts on cruises, tour buses, trains and, of course, the airlines. Most airlines offer free seats if your group meets the required number of participants. Free seats can be used to lower individual trip cost or as a give-away incentive.
- A travel program provides the company with another opportunity to enhance its purchasing power within the community.
- A travel program helps complete your ES&R monthly events calendar.

You'll need to distribute an in-depth travel interest flyer to all employees and retirees to find out their interests, methods of travel, etc. (See the sample questionnaire at right.)

Because most travel programs rely on volunteer support, make sure to use your survey as a recruiting tool—ask employees to indicate whether they'd be interested in serving on the travel committee.

TRAVEL COMMITTEE

The travel committee's first responsibility will be to evaluate the interest surveys.

Once the committee has evaluated the surveys and knows employees' vacation interests, begin discussing the program. Make sure to include the following in your brainstorming sessions:

- Methods of travel that might interest your employees (this information will come directly from the survey).
- Club/corporation liability.
- Corporate policies.
- Trip lengths.
- Travel agencies/agents.
- Group discounts.
- Trips designed for a specific

“Make sure to consider the interests and travel experience of your group when planning a travel program.”

audience (i.e., teen, single, over 40, family trips).

- Travel monitors (a person from the committee who will go on the trip to help answer questions and ensure the trip's success).
- Budget.
- Committee responsibilities (i.e., who will be in charge of advertising, who will be in charge of collecting funds, etc.).
- Advertising.
- Hotels and camping accommodations.
- Travel guidelines: Refund policies, deadlines, cancellations.
- Payment plans: Cash, credit cards.

These sessions will determine the direction of your program. At the IBM Club of Greater Washington, our committee meets regularly, between one to three times per month to plan and review our programs. We feel this interaction helps to provide our employees with the best possible trips to meet their travel interests.

TRAVEL AGENCIES/WHOLESALEERS

It is best to utilize agencies and wholesalers who are accountable to the travel industry. Most will either belong to the American Association of Travel Agencies (ASTA) or the International Travel Agency. Select a full-service agency—one that handles conventions, group travel, corporate travel, etc. It is good business sense to utilize travel agencies and wholesalers when booking domestic and international trips than to try and make all the arrangements as a committee.

Ask for proper credentials. Obtain information on any company that you utilize from the Better Business Bureau, International Travel Agents, or ASTA. The best companies to work with are those recommended by former customers, employees—or they might be NESRA associate members. Agencies which have been in existence for a while and whose agents are highly skilled in group and individual travel make the best trip planners.

Once your committee has selected a travel agency or wholesaler, present your contact with your list of destinations, your budget, the length of the trips you want to take, the interests of your employees—anything that will help your agent produce a tour itinerary for your group.

Bear in mind that you won't use the same contact for all your tours. We use a few different agents because of the wide range of programs we offer.

PLANNING YOUR TRIPS

Work with your travel agent or wholesaler to plan each trip to the 'nth' detail. Anticipate all ifs, ands or buts. Consider the economy and political climate of the countries you may wish to visit. For example, if

SAMPLE TRAVEL QUESTIONNAIRE

Name (optional) _____ Department _____ Division _____

Marital Status: Single _____ Married _____

Children: Yes _____ How Many? _____
No _____

Do you travel? Yes _____ No _____ Sometimes _____

How much money do you typically budget for your vacations? \$ _____

How would you like to travel?

Car _____ Airplane _____ Train _____
Ship/Boat _____ Camper _____ Other _____

When would you most like to take a vacation? Spring _____ Summer _____ Fall _____ Winter _____

Who do you vacation with? Family _____ Friends _____ Couples _____ Other _____

Do you use all of your vacation for travel? Yes _____ No _____

How much of your vacation do you use for travel? _____

Last vacation destination: _____ Year _____ Length of trip _____

Next vacation destination: _____ When _____

Would you return to the same place? Yes _____ No _____

Travel Interests (check any that apply):

Shopping _____ Museums/Sightseeing _____ Sports _____
Education _____ Leisure (relaxing on the beach) _____ Other _____

Would you be more interested in international or national travel?

International _____ National _____

What kind of sleeping accommodations would you prefer?

Hotels _____ Bed and Board _____ Campground _____

Do you ski? Yes _____ No _____ If yes, where do you ski? _____

What is your vacation fantasy? Explain _____

Where would you like to travel? _____

Foreign languages spoken: _____

Would you volunteer for the travel committee? Yes _____ No _____ I don't know _____

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY

you're planning a trip to Tokyo and the exchange rate on the dollar has dropped, you might want to modify your itinerary to only three cities instead of five.

Make sure to consider the interests and travel experience of your group when planning a trip. If you are planning a European vacation and most of the group consists of people who have never been to Europe, consider a country with a similar culture, such as London, England. The dollar is stable; great group discounts are available; an American Embassy and Consulate exist; everyone speaks English. This will make the adjustment to European travel much easier on first-time travelers. Consider peak travel times, weather, holidays, costs, work schedules, airlines and trip feasibility.

Begin your program with just a few trips and then expand it as the number of participants increases. A travel program can always be expanded to include longer and more exotic trips. Our program has expanded to the point where it now includes an exciting calendar of trips throughout the year. Trip destinations include: Hilton Head Resort in South Carolina; Cancun, Mexico; a Hawaiian Cruise; weekends in Florida; Disney World; Myrtle Beach; and international trips to Holland, Germany, Switzerland, London and Paris. Each year our calendar is different, taking into account the interests of our employees and the success of our trips.

ADVERTISING

If your company permits agents and wholesalers on the property, try lunchtime travel shows; weekend socials; and after-work travel shows that will assist in selling your trips. Provide handouts, brochures and flyers on the trip. Solicit advertising suggestions from your travel contact or local NESRA chapter. Think about having brochures and sign-up sheets inserted into pay envelopes; desk-to-desk flyers; lunch-table tents; bulletin

boards; newsletters; and posters—anywhere your employees might see the brochure and sign-up sheet.

LIABILITY

The IBM Club recognizes its responsibility to provide the safest and most enjoyable travel experience possible. With this in mind, we include the following clause on every piece of trip literature:


"Note: Tour participant understands and agrees that neither the IBM Corporation nor the IBM Club accept any responsibility for this program. The participant further agrees to hold IBM and the IBM Club free of any liability for any personal injury, property damage, or other loss in connection with this trip. Participation is strictly at the discretion of the tour participant. It is further understood that participants on these trips are not covered under the IBM Accident Insurance Policy since only employees traveling on authorized company business are included in this plan. In addition, the IBM Club or International Business Machines Corporation does not provide insurance on baggage and personal effects."

This doesn't detract interest from our travel programs; rather, it lets our employees know the extent of their own responsibility in ensuring their trip safety.

TRIP REVIEW

Finish each trip by having participants complete a "travel review" sheet. This allows the committee to review the success of the trip and to decide whether the trip should be run again the following year.

CONCLUSION

An employee travel program is an excellent service and a great morale booster. The most successful travel programs are planned and developed at least one year in advance. The more time that employees are given to consider their next planned vacation, the better participation the trip will have. Selecting an experienced travel agent or discount supplier is crucial to the success of the program. Work with your contacts to provide your employees with a trip designed with their interest in mind. Review each trip to decide whether the program met the employees' expectations and whether it should be run again. 

Linda E. Softli is the director of the employee association of the IBM Club of Greater Washington in Bethesda, Maryland.



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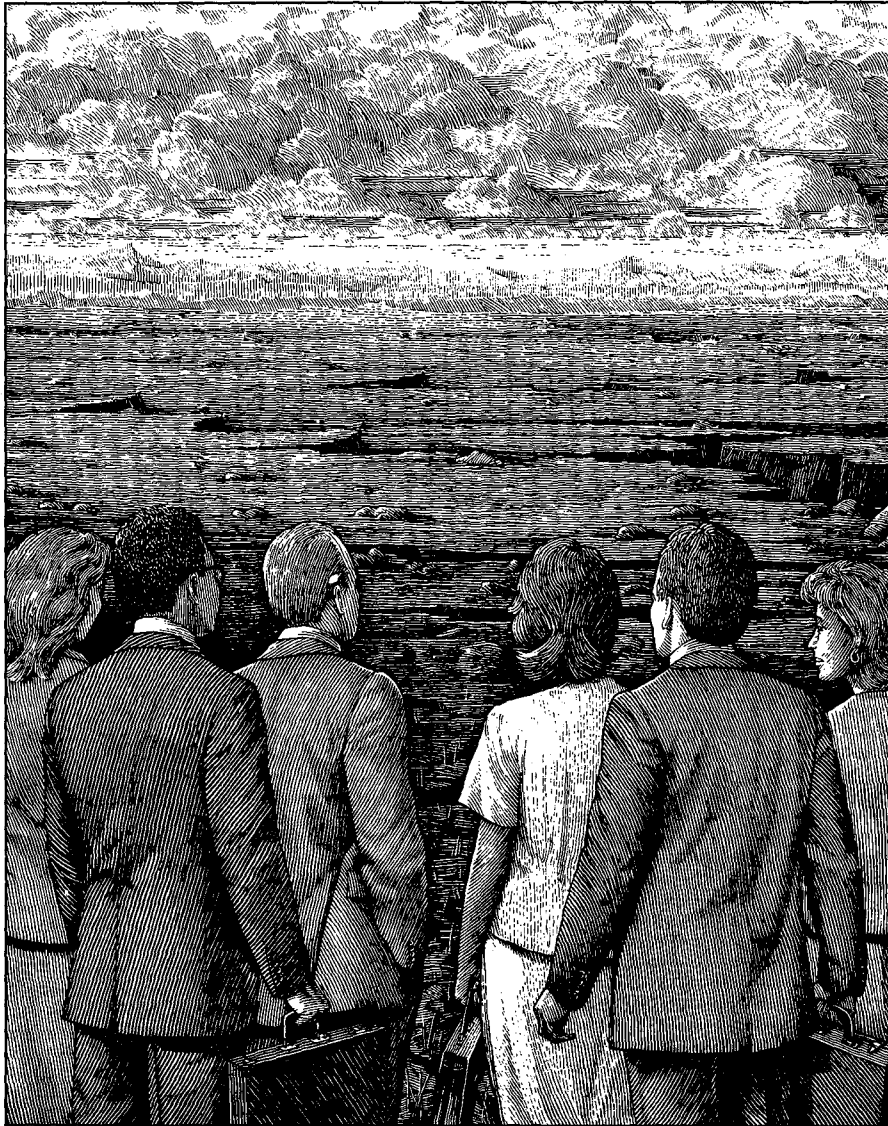


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UNCHARTED TERRITORY: RETIREMENT



by Clare B. Corbett

How and why an organization can help with the exploration of that territory by offering preretirement planning programs.

In 1983 the number of Americans over the age of 65 passed the number of teenagers for the first time in history.¹ Most of these people are now exploring retirement or contemplating it and dealing with the anxiety of facing the unknown. A fortunate few have taken sabbaticals or have been able to afford personal leaves without pay to "rehearse retirement," giving them an opportunity to leave the structure of work for a period of time. Most, however, have to wait until their retirement to experience the leisure that comes at the end of a life of work.

Leisure brings with it responsibility--the responsibility to create a new lifestyle. For many it is not an easy job! Elwood Chapman in his book *Comfort Zones: A Practical Guide to Retirement Planning*² notes that retirement life for most people falls into one of three categories: Pure leisure, leisure plus a money job, or leisure plus volunteer activities. Exploring these options and making plans prior to retirement can contribute to an easier transition from the world of work.

Organizations can help to bridge this gap by offering a preretirement planning program. Since the advent of ERISA (Employee Retirement Income Stabilization Act) in 1974 and ADEA (Age Discrimination in Employment Act and its 1978 amendment), the number of companies offering such programs has increased dramatically. What was previously thought of as "the employee's business" has become a concern of the enlightened employer.

WHAT IS PRERETIREMENT PLANNING?³

Preretirement planning programs respond to the employee's need for information on various subject areas—such as health care and financial planning—which will help them to make an intelligent retirement decision and enhance the quality of life in the yet-to-be explored area of retirement. Since there is no longer mandatory retirement for most citizens, the responsibility for the retirement decision rests with the individual. A well-designed preretirement planning program provides information, awareness of possible issues and adjustments and suggests options and available opportunities.

PROGRAM DESCRIPTION

Typically, a preretirement planning program covers company benefits (health insurance, pensions, etc.) and personal planning issues (Social Security, financial and legal matters, attitude and role adjustment, interpersonal relations, community services, use of time, work and

volunteer opportunities, living arrangements, and health maintenance).

Programs are most generally sponsored by the employer and preferably offered on company time. When that is not possible, programs are held on weekends or in the evenings. Attendance at these programs should be voluntary. Spouses are urged to participate for maximum benefit.

The length of the program varies. Some are held for two to three hours once a week for four to eight weeks. Others may be held on two full days. The ideal number of participants is from 25-30, though some programs, for various reasons, have more.

Most programs involve in-house personnel (to discuss company benefits) and consultants or other resource persons to cover topics such as financial planning, legal concerns, and Social Security. A report published by Charles D. Spencer & Associates, Inc.⁴ indicates that 66 percent of those companies surveyed in the spring of 1989 reported that they used a combination of in-house and outside resources.

A company just introducing a preretirement program will want to offer it to those nearest to the normal retirement age—still generally considered to be 65—and work back to younger ages. The ideal age to start planning, though, is many years before, at age 50, when future retirees can make financial programming and lifestyle changes.

LOCATION

Most programs are held on-site if appropriate space and facilities are available. The room should be large enough to comfortably seat the number invited, preferably at tables in a horseshoe shape with comfortable chairs, good lighting, and hookups for audio-visual equipment. Providing refreshments adds a special touch.

If space is not available, there may be community resources which can be rented, or holding the sessions at a hotel is an alternative.

WHY DO EMPLOYERS PROVIDE PRERETIREMENT PLANNING?

Employers benefit from offering these programs because they provide the opportunity to:

- Develop a more self-reliant group of employees and retirees with reduced dependency upon the employer.
- Directly improve the quality of life during the future retirement of current employees.

- Encourage healthy lifestyles at a time of life when most employees are very receptive.
- Increase employee understanding and appreciation of company benefits.
- Ease outplacement problems due to restructuring or downsizing.
- Develop positive relations with future retirees whose support could be needed.
- Respond to the aging population as a social responsibility.
- Improve relations with employees and their families by demonstrating that the employer cares.
- Enhance the community's image of the employer.
- Present a low-cost benefit which creates no adverse reactions.
- Be competitive with others in the community or industry.
- Increase employee productivity in final years of employment through reduced anxiety about the future.
- Encourage use of cost-effective health practices.⁵

HOW TO START A PROGRAM

Step One: Obtain support from top management, which is important for any program to be successful.

Step Two: Research the literature and programming already on the market. The International Society of Preretirement Planners in Rockville, Maryland (1-800-327-ISPP) publishes an updated bibliography annually as well as a list of consultants in the field of preretirement planning.

Step Three: Find out what companies in your area presently offer preretirement programs, and ask the coordinator if you can observe one.

Step Four: Determine the costs for a preretirement program. This will vary depending upon whether you plan to design your own with the help of a preretirement professional, or purchase one of the several programs already prepared and available from companies such as Retirement Advisors, Inc., AARP, National Council on Aging, Financial Awareness Institutes, Life Design or Crisp Publications, Inc.

Step Five: Submit a proposal outlining the program options, costs, time schedule, who would be invited, etc.

Step Six: Develop a communication plan to introduce preretirement planning as a new benefit being offered. It is important that employees understand that its purpose is to assist them with their planning, and not to encourage them to retire.

Step Seven: Plan the details of your program. You might want to contact a retirement planning professional who can assist you with its design and implementation. Harvard's program, for example, includes topics such as the challenges of retirement, Social Security issues, a thorough description of Harvard's pension and health plan for retirees, financial planning and the options and opportunities in later years.

Step Eight: Implement the program and follow it with an evaluation.

At the close of a recent preretirement planning program held at Harvard University, comments about the program included:

"The information you had for us was just what we needed."

"Thank you for making a confusing complete life change more understandable."

"It will help me for my future planning needs."

"This was more informative than all the newsletters and papers that are mailed to us as employees."

"Please thank Harvard for having such a wonderful program for its dedicated staff."

"It provided information and the reassurance that all is not lost. There is time to plan for retirement!"

"I'm glad I took it while I'm still young and thinking about retirement within the next seven years."

Remarks such as these reinforce the positive effect created by providing a preretirement program.



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FOOTNOTES

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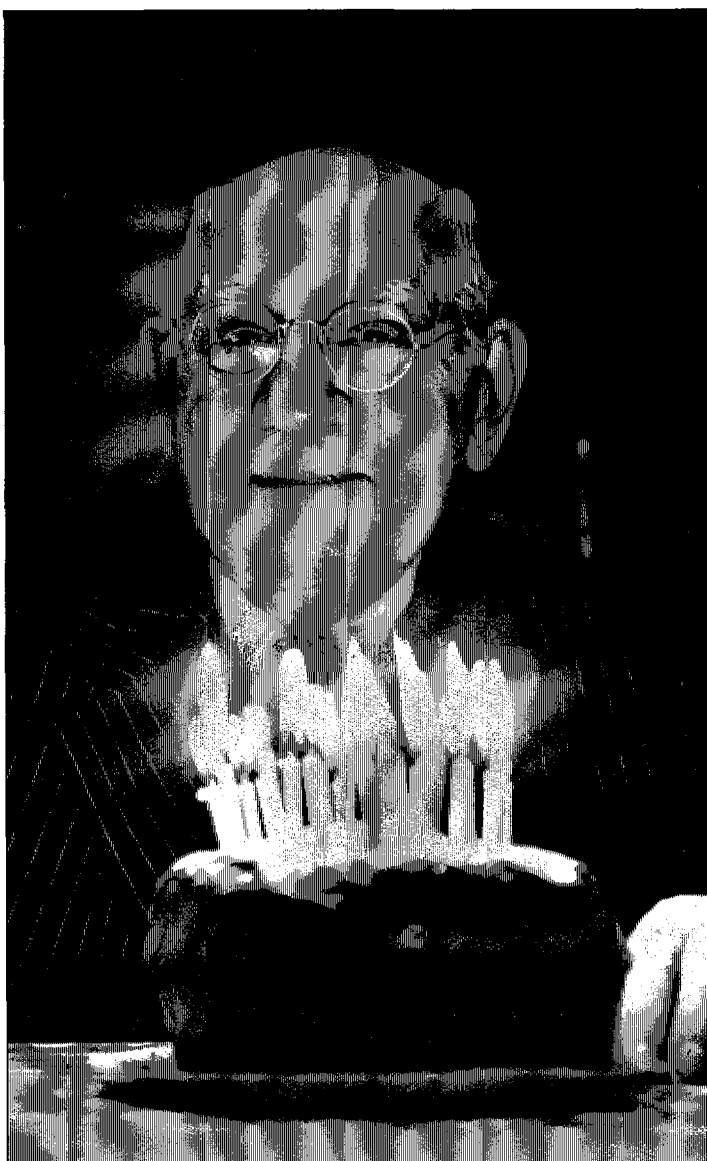
³ "Everything Basic You Need to Know About Retirement Planning" available through the International Society of Preretirement Planners, 11312 Old Club Road, Rockville, MD 20852-4537.

⁴ *Spencer's Research Reports on Employee Benefits*, "Spencer Survey of Preretirement Counseling: Ongoing and Early Retirement Programs Described." June, 1989.

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Eldercare & Long-Term Health Care Planning

by George J. Pfeiffer and Elin V. Silveous



Two million people—5 percent of the aged—spent time in nursing homes in 1988. This number is expected to triple over the next 30 years. As the proportion of the population over age 85 increases (the 65-and-older age group now outstrips teenagers in number), nursing homes may not be able to meet the added demand.

As a result, some of the old-old (those 85 years and over) will have limited care options, placing a significant burden on family and community services for assistance.

Family caregivers are often ill-prepared to deal with day-to-day caregiving responsibilities. Our society offers very few educational or life experiences to teach people how to care for a disabled or frail older person. Currently, these skills are developed through trial and error.

With the anticipated demand for long-term care services by an aging population, managers of employee support services will be pressed to provide programs and

services that meet those needs.

Here's why:

- Forty-two percent of all caregivers today work full time.
- Eighty percent of caregiving is provided by a family member, usually a wife or daughter.
- A majority of Americans believe that Medicare pays for custodial nursing home care, when, in fact, it only pays for limited skilled nursing. The average individual who enters a nursing home is impoverished within 13 weeks.
- The average annual nursing home bill last year was \$24,000.

The burden of caring for an older relative is compounded by the fact that caregivers are usually "sandwiched" between the needs of an elderly relative, the demands of raising children, and the necessity of earning a living.

In a study reported in *National Underwriter*, employees

of Transamerican Life Companies missed more than 1,600 workdays in one year due to eldercare responsibilities. The median age of the caregivers was 37 years, much younger than expected.

A pioneer study by the Travelers Companies of a 20 percent sample of their 7,060 employees over 30 years of age, found that 52 percent of their caregivers were in the 41-to-55 age group. Caregiving was defined by The Travelers as caring for a relative or friend age 55 or older "in need of the employee's time or help," and involved a wide range of activities, from telephone calls and visits, to choosing a nursing home. Forty-four percent of the care recipients still lived in their own houses or apartments, although 20 percent lived with the caregiver and 15 percent in a nursing home.

Some other findings were:

- Sixty-three percent of the caregivers were female. Moreover, 18 percent of the male care providers relied on their wives to do most of the work.
- The average age of those receiving care was 77.2 years.
- Thirty-one percent of the caregivers were between the ages of 30 and 40; 72 percent of them had children under 19 living at home.
- Of the 52 percent of the caregivers who were between 41 and 55 years old, 41 percent still had children under 19 at home.
- The average number of hours spent by the employee in caregiving per week was 10.2, with female employees averaging 16.1 hours. Other relatives in or outside the household spent 17.6 hours, and the time of paid help was an average 30.3 hours.
- Twenty percent of the caregivers felt that caregiving interfered frequently or most of the time with "social and emotional needs and family responsibilities," while 60 percent felt that caregiving interfered most of the time.
- The Travelers did not ask if caregiving interfered with work, but Transamerica did. Forty percent of their respondents answered affirmatively. Twenty percent even felt they might have to quit their jobs to meet caregiving responsibilities.
- Eighty percent of those surveyed by The Travelers felt they did not know enough about available community resources.

These studies and others emphasize the fact that family caregiving is a growing concern and will have a direct effect on the employer in terms of absenteeism, productivity and increased medical claims. With the added demand envisioned in the near future, it behooves companies to consider developing eldercare programs that assist employees and retirees on the "ins" and "outs" of long-term care planning. These programs need to address such questions as:

- What are the options, besides a nursing home, for taking care of an older relative?
- What resources are available to the caregiver and to the care recipient?

- What are the financial ramifications of a specific care option? Who pays?
- What happens if a relative is incapable of making decisions on his or her own? What are an older person's legal options?

- What assistance and support are available to help the caregiver cope with the problems and issues that exist?

By familiarizing employees and retirees with these basic areas, they will be better prepared to make decisions about their own or a loved one's care. The end result will be less stress and improved quality of life on the part of the employee and a reduced impact on corporate productivity.

Information and Referral Services: An Important First Step

Information and referral services (I&R's) provide information on the types of assistance available in the community and referrals to specific agencies and organizations. For those who are unfamiliar with long-term care services, an I&R can serve as an important beginning resource.

I&Rs can be found in your telephone directory's "Guide to Human Services," or in the Yellow Pages under "Social Service Organizations." The United Way sponsors more than 400 I&Rs and, with the Alliance of Information and Referral Services, has developed operating standards for these services. For more information, contact:

**The United Way of America
National Agencies Division
801 N. Fairfax Street
Alexandria, VA 22314**

If no I&R exists in your area, similar assistance can be obtained from your Area Agency on Aging or your State Unit on Aging, which may operate a toll-free information line.

The Spectrum of Care

Think of the spectrum of care as a variety of living arrangements, with supportive services offered in the home, in the community or in an institutional setting. Some services do not fit neatly into one category. For example, in congregate housing arrangements ("retirement homes") the individual maintains private living quarters but receives services in a centralized location.

Services Provided in the Home

- Emergency response systems
- Telephone reassurance
- Friendly visiting
- Chore services
- Home-delivered meals
- Companion services
- Homemaker-home health aides
- Skilled home care
- Respite services
- Hospice care

Community-Based Services

- Congregate meals
- Senior centers
- Adult day care
- Board and care homes
- Congregate housing
- Group homes
- Shared living

Institutional Care

- Nursing homes
 - Custodial care
 - Intermediate care
 - Skilled nursing

LONG-TERM CARE BARRIERS

Ideally, each person should receive the most appropriate long-term care services as needed throughout the later years. Yet at present several obstacles stand in the way of this objective.

- **Ignorance of available services.** A large number of older people and their families are not aware of available services that could provide an alternative to institutional care. Four out of five employee caregivers express a need for more information about community resources, insurance coverage and related issues.
- **Rejection of services.** Sometimes older people refuse to accept care and thus build their own barrier against independence. They may see their refusal as proof that they can function unassisted and view care services as the route to dependence rather than self-direction.
- **Gaps in the spectrum of care.** The size of a community may limit the number and variety of services available (see above box). Home health and chore services are common

gaps in many communities. Some services might already be filled to capacity. Nursing homes may have long waiting lists or may not be close to the family.

- **Financial realities that create gaps, too.** Long-term care can be expensive. Currently, the average cost of nursing-home care is \$24,000 per year. Skilled home care, a less intensive service, costs from \$12 to \$22 per hour. Under some conditions, health insurance, Medicare and Medicaid will help pay for these services—but often not as much as people think. And there are no guarantees that care will be provided. Some nursing homes are unwilling to care for patients who have become eligible for Medicaid, for example.

LONG-TERM CARE PLAN

Often people don't begin to plan for long-term care until an emergency strikes. It sometimes takes a crisis to uncover the need for such arrangements, but by then families are anxious and overwhelmed and find it difficult

to make decisions.

Therefore, it's prudent to develop programs that help employees and retirees become more proactive in the planning process by gathering information in such areas as:

- The values and needs of the loved one.
- Awareness of local resources and support networks.
- Public and private funding mechanisms.
- Legal considerations.

The following checklist can serve as a preliminary planning guide in developing a long-term care/eldercare program for employees and retirees. These programs can be incorporated within current preretirement programs and/or offered independently as employee educational seminars.

Preplanning

- **Desired lifestyle of the care recipient:** Willingness to move; favorite activities; social/community networks.
- **Estate planning:** How assets should be used; long-term care insurance benefits; will preparation and updating; funeral preparations.
- **Legal issues:** Power of attorney, durable power of attorney or durable power of attorney for health care; living will; organ donations.
- **Identifying long-term care services within the community.** Check with your Area Agency on Aging (see column at right) and the local United Way of America for information on the following: Home-based services (i.e., meals on wheels, chore services, and home-health aides); services provided in the community (i.e., senior centers, congregate meal programs, adult day care); institutional services (i.e., custodial, intermediate and skilled nursing facilities).
- **Informal care network:** Family members who might be able to help; friends and neighbors who could assist; members of social and religious organizations.
- **Healthy living:** Regular physical activity; nutrition; medical self-care; tobacco use; drug and alcohol use; stress management; financial planning; home safety.
- **Emergency preparedness:** Names and telephone numbers of physicians; name and telephone number of attorney; names and dosages of medications being taken; hospital of preference; location of legal and financial documents, the will and insurance policies.

If Disability Occurs

A suggested six-step problem-solving process:

- **Identify the problem:** Define, or state, the problem; if necessary, break the problem down into smaller problems; define the desired state (i.e., regain ability to live independently within the home).

Your Area Agency on Aging: What It Can Do for You

The approximately 650 Area Agencies on Aging (AAAs) in the United States were created as a result of amendments to the 1965 Older Americans Act. AAA is the local extension of a network that includes the Administration on Aging at the federal level as well as your state unit on aging.

AAA plans, develops and coordinates services to meet the short-term and long-term needs of older people living in your region. Sometimes AAA provides those services directly, but often it monitors and funds local service providers.

AAA helps all people age 60 and older obtain needed services, but preference is given to those with the greatest economic or social need. Contributions are welcome, but no one is denied AAA's assistance because of inability to pay.

Although services vary in different communities, AAA can generally help locate the following:

- Adult day care
- Assistance with shopping
- Employment opportunities for older people
- Escort services
- Friendly visiting
- Home health aides
- Homemakers and chore services
- Housing services
- Information and referral services
- Legal assistance
- Nursing home/adult home placement
- Nutrition programs
- Ombudsman service
- Respite care
- Senior centers
- Transportation

- **Analyze the problem:** Perform an informal assessment of your relative's abilities, if appropriate, or obtain a formal assessment of your relative's abilities if needed; revise your definition of the problem.
- **Generate potential solutions:** Identify needed services and providers and determine their availability, costs and quality; seek help finding other resources from your Area Agency on Aging, hospital discharge planner or social worker, information and referral service, physician, or

geriatric case manager; approach family members (including care recipient) and solicit their input and support regarding care needs.

- **Choose the best solution:** Match available services with: the older person's needs and preferences; available sources of funding; what family members are able to commit.

- **Implement the solution:** Make sure that everyone understands the plan; clear commitments have been obtained; there is a contingency plan.

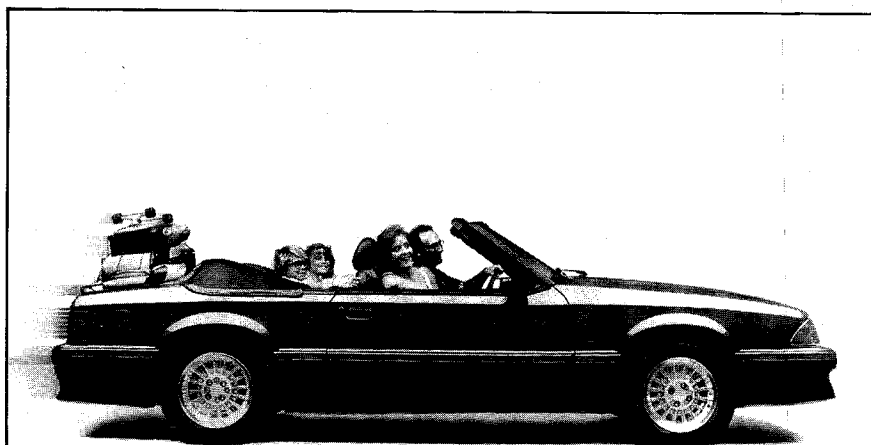
- **Evaluate the solution:** Is the older person living more independently and comfortably than before the plan was implemented? Are family members comfortable in their caregiving roles? Have the older person's needs changed? Know when it is time for a new assessment.

As we approach the next century, there will be an increased demand for information and services that address long-term care issues. Because a large percentage of caregivers are and will be working adults, employers will be challenged to provide benefits that meet these needs. These benefits may take the form of: Group long-term insurance, paid leave for caregiving, employee assistance services for caregivers and educational programs on successful aging, long-term care and retirement planning. These trends can represent significant opportunities for managers of employee support services by providing programs that meet the needs of employees today, as well as tomorrow.



*George J. Pfeiffer is a leading expert and advisor on fitness and health in business. Author of *Taking Care of Today and Tomorrow: A Guide For Health, Aging and Long-Term Care*, Pfeiffer is vice president for The Center For Corporate Health Promotion in Reston, Virginia.*

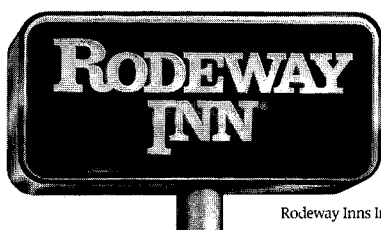
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TRAVEL SPOTLIGHT



Washington, D.C.: A 'Capital City'

by Elizabeth D. Grumbine, editor

Washington, D.C.: A city bursting with museums, the nation's most revered monuments and archives, theatrical and music productions, international cuisine and much more.

Take advantage of your chance to visit the nation's capital by attending NESRA's 49th Annual Conference and Exhibit, May 16-20, 1990. Held at the Hyatt Regency, Crystal City, in Arlington, Virginia, just across the Potomac River from all Washington has to offer, the 1990 conference promises to be "a capital asset" to all attendees.

The Hyatt Regency is an ultra-modern, 18-story, 685-guest room hotel, built around a five-story open atrium. These spacious rooms feature air conditioning control, color TV with pay-movie channels and complimentary HBO and CNN, and in-room safes in which you can store your valuables.

A complimentary shuttle is on-site to take you almost anywhere you need to go: Washington National Airport, Washington's "Metro" line; even the multi-level Crystal City mall and arcade.

The fitness-conscious will enjoy

the Hyatt's outdoor swimming pool, a health club and a Jacuzzi spa. The hotel shuttle can also take you to a tennis club with seven racquetball courts and two tennis courts.

The Hyatt also meets the dining expectations of its guests by featuring two restaurants. The Cinnabar restaurant serves breakfast, lunch and dinner. Try some fresh-squeezed juice with your delicious breakfast. At lunch and dinner, enjoy your choice of Italian dishes including grilled pizza, pasta specialties and scrumptious desserts.

The Chesapeake Grill offers

excellent cuisine and a panoramic view of Washington. Sample some of the finest fresh seafood in the region.

Located in the atrium, the Lobbibar is the perfect spot for meeting for cocktails, conversation, or just watching people.

Or, if you prefer, try one of Washington's many superb restaurants, featuring international cuisine with menus ranging from American, Italian and Chinese to Ethiopian, Indian and Moroccan.

Your host for the 49th conference is the Washington Area Recreation and Employee Services Council (WARES). The members of WARES will make sure your stay in Washington, D.C. is most memorable and eventful!

Because of the Hyatt Regency's convenient location, you'll be within minutes of Washington's most famous buildings: The Capitol Building, the White House, and the Kennedy Center; and in the other direction, the Pentagon. So decide what you're interested in seeing and doing in your free time (a sample of the many options is listed below); your Concierge can help you get there.

NIGHTCLUBS/ DANCING

Ashby's Club: Court bar and lounge areas with entertainment and dancing.

Blues Alley Jazz Supper Club: Creole cuisine is served throughout the performances of internationally-renown entertainers in the jazz field.

Cates Restaurant & Jazz Club: Enjoy an elegant dining experience complete with tableside service in a casual, friendly atmosphere, as well as nationally-known jazz and blues entertainment.

Dakota: Large state-of-the-art nightclub serving two levels with

three bars, with mezzanine seating overlooking a large dance floor with additional seating.

Deja Vu—DC: Dancing nightly, featuring music of the 60s and 70s and a midnight jitterbug contest every Thursday.

Georgetown Library Nightclub: This club features a dance floor, videos, and special promotional contests.

Ondine: Fine American cuisine specializing in grilled seafood, steaks and pasta. A DJ and sound system will get your feet moving to the dance floor.

The River Club: The return of an era—classic 20s style nightclub for dining and dancing.

PUBLIC RECREATION

Constitution Gardens: Located between the Washington Monument and the Lincoln Memorial. Over 50 acres of rolling, tree-shaded lawns with a six acre lake in the middle. On an island in the lake is a memorial to the signers of the Declaration of Independence. Immediately adjacent is the Vietnam Veterans Memorial, and across the street is a huge statue of Albert Einstein.

U.S. Botanic Garden: A living museum which houses permanent collections of tropical, subtropical and desert plants.

SHOPPING COMPLEXES

Georgetown Park: The most cosmopolitan collection of local,

national and international shopping and dining opportunities in Washington!

International Square: An international array of over 40 shops, restaurants and services located at the Farragut West Metro.

Metropolitan Square: One block from the White House, established and renowned stores and restaurants join new establishments around an elegant atrium. Fine gifts, men's and women's fashions, personal and home accessories, quick food-stops and elegant dining are all part of the Square's charm.

THEATRE & STAGE

Ford's Theatre: Offers contemporary dramas, hilarious comedies and lively musicals guaranteed to entertain and amuse while commenting on our multifaceted national heritage.

John F. Kennedy Center for the Performing Arts: Drama, dance, music and film in six theatres; home of the National Symphony Orchestra, the Washington Opera and the American Film Institute.

The Washington Ballet: Classical and Contemporary ballet featuring works by Choo-San Goh and George Balanchine among others.

SPORTS

C&O Canal: A downtown haven for joggers, bicyclers and boaters.

Rock Creek Park: A 1,754-acre urban oasis that offers golf and exercise courses, jogging, bike and bridle paths and tennis courts.

HISTORICAL SITES

National Archives: The Exhibition Hall permanently displays the Declaration of Independence, the Constitution and the Bill of Rights.

Library of Congress: The largest library in the world, the Library of Congress holds over 25 million books. Their greatest treasure, the Gutenberg Bible, is on public display.

Lincoln Memorial: This simple, grand memorial is shaped like a Grecian temple, overlooking the massive Reflecting Pool on the National Mall. On the wall surrounding the 19-foot statue are some of Lincoln's most famous speeches.

The Pentagon: Offers a tour which consists of a 12-minute film and a walk through the Pentagon's famous hallways.

The Smithsonian Institution

Group: The world's largest museum complex, it contains 14 museums and the National Zoo. The oldest of the museums, The Smithsonian Institution Building, houses the Smithsonian Information Center and the crypt of James Smithson, founder of the Institute.

Supreme Court of the United States

Completed in 1935, the Supreme Court Building is the home of the highest court in the land. Visitors can attend court sessions, view exhibits and a film, and attend Courtroom lectures when the Court is not in session.

U.S. Capitol: Home of the Congress since 1800. As the Symbol of the Spirit of America, the President of the United States is inaugurated here every four years.

Washington Monument: The tallest masonry structure in the world, this

majestic obelisk was dedicated to George Washington in 1885. From the top, you can get a breathtaking view of the District of Columbia and its environs.

White House: Home of every President except George Washington. The ground level and first floors contain the famous red, blue, green, state, dining and east rooms.

NEIGHBORHOODS

Adams Morgan: Sometimes called Washington's "United Nations," Adams Morgan is a multi-ethnic neighborhood with a number of restaurants serving foods from around the world and small shops offering specialty gifts and grocery items. A collection of art galleries and antique shops can also be found in this colorful section of town.

Anacostia: Named after its original Indian inhabitants, Anacostia dates back to the arrival of John Smith in 1607. The Frederick Douglass Memorial Home, where the famous black orator lived, and the Anacostia Neighborhood Museum are located in the area.

Capitol Hill: Presided over by the U.S. Capitol's gleaming white dome (180 feet tall inside the Rotunda), this area includes the Library of Congress, the U.S. Supreme Court, the Folger Shakespeare Library, the Capital Children's Museum, the Sewall-Beimont House and the National Museum of African Art. The neighborhood also has many fine shops and gourmet restaurants.

Chinatown: Many of the city's Oriental restaurants and shops are in this historic area. A spectacular Chinese New Year Celebration fills the streets each year. Enter through the China Friendship Archway decorated in classical Chinese art of the Qing and Ming Dynasties.

Embassy Row: Many of the 150 foreign embassies and chanceries established in Washington are here. Coats of arms and flags identify each diplomatic mission in this famous area.


Foggy Bottom: Once a foggy bottom swamp along the Potomac River, it is now a thriving area where visitors can mingle with diplomats from the State Department and students from George Washington University. The gateway to Georgetown, Foggy Bottom offers a variety of cafes, restaurants, small stores and shops along Pennsylvania Ave.

Georgetown: A vibrant hub of nightclubs, bars, restaurants, specialty stores, boutiques and restored homes, Georgetown was a commercial center in colonial days.

National Mall: The park area from the U.S. Capitol to the Lincoln Memorial. Lining either side of the park near the Capitol end are the Smithsonian Institution museums and galleries as well as the National Archives and the U.S. Botanic Garden. The Washington Monument rises 555 feet from the center of the mall. Near the Lincoln Memorial end are Constitution Gardens, the Vietnam Veterans Memorial and the Jefferson Memorial.

Pennsylvania Avenue/Downtown:

The famous "Avenue of the Presidents" has a new look. Massive renovation and private construction is remaking this part of downtown block by block. New hotels, parks, plazas, shopping complexes and office buildings line either side of the wide avenue. Attractions include the Old Post Office building and National Place filled with shops, restaurants and a performing arts center, the National and Ford's Theaters, the White House and the FBI Building.

These are just a few of the many places to explore in Washington. Plan now to visit one of America's most historical and exciting cities. 

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To serve the organizations and individuals responsible for providing employee services, recreation and fitness/health programs through education, information & professional development, thereby enhancing employee lifestyle and positively influencing productivity and profitability.

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Should Your Store Be Automated?

by Carol Remington

When the question was first asked of me, I said, "Where do I start?" I began by studying other employee stores and similar retail stores to try to find out how they benefit from automation. Finding automation enhances many aspects of cost and inventory control and tracking, I began my search for a point-of-sale system.

Initial Approach

With store sales and company headcount increasing annually, our tactic was to list the actual problems we were experiencing; i.e., high inventory cost, limited management reports, annual inventory audit preparation, and projecting product selling patterns.

The following facets of the entire operation needed to be enhanced by automation:

- Streamline sales ticket entry
- Up-to-date inventory level
- Calculate state(s) sales tax(es)
- Automate the purchase order
- Cross-reference person with purchase order
- Calculate payroll deduction sales
- Calculate inventory turns
- Print sales ticket
- Daily receipts report
- Ordering needs
- Monthly inventory reports by category
- Simplify receiving of product into inventory

Vendor Selection

We sought three vendors who offered systems which seemed



applicable. We used a spreadsheet to outline our needs in detail and we compared our needs to what the systems offered. We decided an integrated package incorporating purchase order, inventory control, and point-of-sale system with payroll deduction capabilities would meet our requirements. The spreadsheet revealed the following areas of concern:

- Ease of transaction entry
- Immediate inventory adjustment
- Capability of handling different sales types (out of state, tax exempt, company purchase order, payroll deduction, etc.)
- Daily cash report
- Monthly reports
- Receiving products
- Recommend order quantity
- Return of defective product for credit
- Ship to address on sales ticket
- Disbursement by serial number
- Customer count
- Back order status
- Installation time frame
- Updates to system after implementation
- Corporate references
- Local accessibility
- Software/hardware maintenance

costs and support program

- Training program and costs
- Cost of the point-of-sale system

Below are additional considerations for software:

- Is it written for employee stores?
- Does it have communication capabilities?
- What optional report packages exist?
- Is bar code scanning an option?
- Can it be modified as needs change?

After evaluating proposals from each vendor, we selected DataFlow Companies, Inc. of Durham, North Carolina, as the company which could best meet our needs as well as provide support, growth and development.

System Software

Our system is comprised of three major areas: Sales, inventory and purchasing. Each section has a separate menu of operations and provides several reports. Sales generate the following reports: Daily cash and sales, monthly and coordinator sales, deduction entry and sales ticket status. Inventory alert and inventory product reports are available from the inventory menu. The purchasing system provides reports on purchase orders, open and closed order listings, and vendor and ship-to address listings.

Cost Justification

We completed a cost justification for automation of the employee store and sent it to upper management (including finance) for final approval.

To help expedite this matter, we had the selected vendor provide a hands-on demonstration of the system for all involved in the approval cycle.

Written justification covered the following items: Problem areas necessitating the need for a point-of-sale system; description of alternative companies investigated; feature justification detailing each feature and its savings in dollars or time saved; cost assessment, and department recommendation.

To obtain the savings in dollars and/or time saved per feature, I based my calculations on an assumption of total transactions per day, open 16 days per month, in a four-week month. For example, automatic payroll deduction calculation—the transaction time for a payroll deduction averaged seven minutes due to calculation of purchases and completion of the sales receipt and payroll deduction form. By automating this process, the calculation, the data, and the items purchased are now accomplished simply instead of being cumbersome. This feature saved two hours a month with an average of two payroll deduction transactions a day.

Training

Choose a vendor who offers a thorough training program. This is an important component to the success of installation. Also, an easy-to-use instructor manual is a must. My assistant and I participated in a four-day off-site training class and a two-day on-site training program using our actual system. Do not forget to consider future training sessions, i.e., if you hire a new clerk, can s/he be trained at no additional cost?

Hardware

The hardware should be easily

upgraded and expandable in case of future growth. We required hardware that was cost effective and locally supported. Our system is an IBM compatible multi-user computer with a back office system that is interfaced to the point-of-sale terminal in the store.

Software Support

The company you select should have software support personnel readily accessible to you. Avenues for consideration are telephone support, diagnostics through modem support, and periodic updates to application software and operating system. Nothing is worse than having a software problem during store hours and no one to help solve it.

Conversion

Converting to a new system need not be a nightmare. We did not have to convert from another automated system since we were using a cash register system. To facilitate our data entry process, we performed a full store inventory audit. This captured all products, pricing, and quantities in our current inventory. My assistant and I entered all the information within two days.

System Evaluation

Our system has been operating for 18 months. Two substantial updates have been performed. Within the first six months, DataFlow released the following "fixes" and enhancements as part of the update. This is a shortened version of a 22-point list, but it does show the "little things" that can make a system user-friendly if the company you choose is flexible and capable. Some of these "fixes"

were suggested by us, others through the company's testing and retesting of the system:


- Columns adjusted on purchase order
- Deduction report allows for 11 character numeric
- Reprint of sales ticket gives optional printers
- Mini receipt printer has additional lines added
- System prompts for home number in addition to work number

Our system is also set up so that the vendor may work in it through a modem. As stated previously, after-sale support is as important as the cost of the system and the capabilities of the system itself. Updates are done at least annually, but also on an as-needed basis.

Summary

Automating has been an enormous benefit to our store operation. We are now able to control our inventory down to the serial number detail level and automatically update quantities through purchase order and point-of-sale.

Our system generates open and closed purchase order reports, as well as an inventory alert report to help us control quantities. We are able to produce automatically the sales reports required on a daily, weekly, and monthly basis, saving hours of time in manual paperwork.

Additionally, our point-of-sale system has helped to decrease the time per transaction which is a benefit to our customers. 

Carol Remington is the employee store manager and supervisor of travel, food services, and employee services for Telenet Communications Corporation, a US Sprint company in Reston, Virginia.

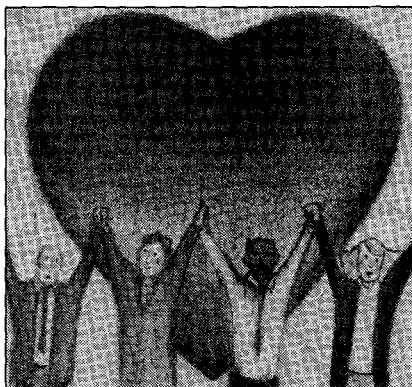
Analyzing Fitness Program Benefits

by Tamra Torres, CESRA

Many of the recent research efforts on the benefits of fitness programs have revolved around the benefits of health promotion/intervention programs and their positive effects on factors such as employee health-care costs, absenteeism and turnover.

The health promotion article in the March 1989 issue of ESM is one example of how a company measures the results of its programs. Cullinet Software reported specific evidence on how many of their programs have saved the company thousands of dollars.

Another recent analysis by James R. Terborg, Ph.D. student, at the University of Oregon, Eugene, Oregon, builds a case for the cost vs. benefit analysis of the Coors Wellness Program in Golden, Colorado. In his report, Mr. Terborg examines the costs and benefits the Adolph Coors Company might realize as a result of the intervention efforts of the wellness program. In his summary, he concludes that for each dollar invested in the Coors Wellness Program, the company may obtain a return ranging from \$1.44 to \$8.33. These dollar savings were estimated by focusing on the impact that intervention programs may have on at-risk employees and the positive impact that can be realized in health-care costs, sick leave, productivity and turnover costs. A break-even analysis shows that the minimum number of employees who would have to participate in the program to produce a savings equal to the cost of the program is between 130 and 580 participants (less than 10% of the



population at Coors).

In his concluding comments, Mr. Terborg states that the cost-benefit analyses of health promotion programs require many assumptions, but the results of such analyses provide useful information that otherwise would not be available. He further states that cost-benefit analysis should not be the only basis for evaluation of a health promotion program. Program quality, employee satisfaction and employee participation are all important factors to be considered in the evaluation of program effectiveness.

In a February, 1989 article in *Family and Community Health*, Dr. Richard Adler states, "Health promotion has the potential of being the most cost effective means of practicing medicine. On the continuum of health care, health promotion is the least expensive, and ultimately the most effective means of modifying the health of the current and future population—as well as bringing costs down." Dr. Adler believes that nearly every disease or problem known to humankind can be diagnosed early or prevented. His

belief that treatment of disease is the most expensive means of modifying health, and that health promotion costs the least is right in line with Terborg's cost-benefit analysis for Coors.

A study by the National Chamber Foundation (June 1989) analyses the data on work loss collected in the National Interview Surveys for 1983 and 1985 by the National Center for Health Statistics. This study focuses on determinants of employee absenteeism and its relationship to gender, age, race, marital status, family income and education. Only family income proved to have a statistically significant effect on absenteeism, with higher levels of family income being associated with lower absenteeism. In the same study, three lifestyle variables (level of physical activity, consumption of alcohol and use of tobacco products) were also regarded as determinants of absenteeism. Of these, only the individual's level of physical activity proved to be significantly associated with absenteeism, with higher levels of physical activity reducing the frequency of missing work.

One conclusion drawn from this study states that "employer initiatives that increase the level of physical activity among the work force may indeed have a positive effect on employee absenteeism."

What does the future hold for fitness and health promotion research? Two outstanding health promotion programs that have been implemented in recent months will surely provide valuable data in the next few years. These programs are at

my company, Texas Instruments in Dallas, Texas, and American Telephone & Telegraph Company (AT&T) in Basking Ridge, New Jersey.

The health promotion process at AT&T is called Total Life Concept (TLC). It is a health-risk based intervention program that has two purposes. The first is to decrease the incidence of disability and premature mortality and the second is to improve productivity by reducing absenteeism and by increasing the employee's vitality and sense of personal control. The first step that AT&T has taken is using a health audit to gather baseline data on variables related to organizational, environmental, and individual health promotion. The health audit is an evaluation tool because it is designed to be re-administered one to three years after initiation of the process to help assess the impact of TLC. AT&T has already administered the health audit to over 14,037 employees.

Approximately 62 percent of those contacted have completed the health audit. AT&T will use the results of this health assessment for program planning and intervention purposes. Re-administration of the health assessment in the next one to three years will give AT&T useful information concerning the success and progress of the TLC program.

The health promotion program at Texas Instruments, known as Lifetrack, began in January of this year at a pilot site of 5,000 employees. The mission of Lifetrack is to give TI employees and their families the opportunity to learn and practice healthy living skills. This is done in three steps: evaluation, education and motivation. At no charge to the employee, Lifetrack offers a lifestyle inventory (similar to the health assessment at AT&T), a seven-part fitness assessment measuring blood pressure, cholesterol, upper body strength, cardiovascular endurance, flexibility and abdominal strength, and a group counseling session where results from

the lifestyle inventory and fitness assessment are returned, reviewed, and the employee is guided into behavior modification programs.

Follow-ups come at one-month intervals, giving the employee the opportunity to recheck any part of the fitness assessment and evaluate the effectiveness of lifestyle changes s/he has made. Ongoing health education activities are held on-site, as well as involvement from each of the service organizations at TI, including: health center, fitness center, cafeteria/vending, safety training and education, and benefits.

At the pilot site, 3,540 of the 5,000 employees took part in the lifestyle inventory and fitness assessment components of the program, and it is estimated that 4,500 employees have been impacted by the ongoing promotions and cultural changes the Lifetrack program has brought about.

The success of the program at the pilot site (in terms of participation and overall enthusiasm by employees) has prompted TI management to filter the program out to all sites over the next two years. Plans include retesting every two years and measuring the results of this lifestyle intervention program.

Although many companies are in the health promotion/fitness business, few are involved in the statistical analysis of dollar savings and/or cost-benefit studies of their programs to their respective companies as a result of these programs. As companies continue to take a tougher look at dollars spent in these and all areas, it is imperative that, as professionals in this field, we take steps to track more than participation in our programs. Use this information to begin to evaluate actual cost savings as a result of your intervention and educational efforts.

Tamra Torres, CESRA, NESRA vice president of fitness/health is manager of employee services, recreation and fitness at Texas Instruments, Inc., Lewisville, Texas.

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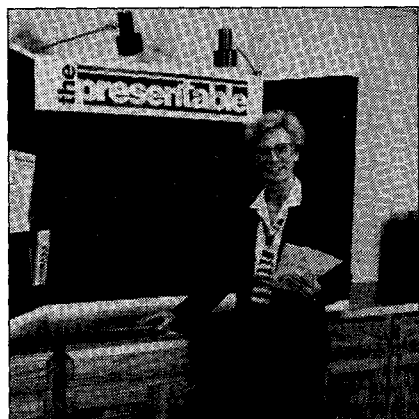
SPECIAL NOTICE

NESRA's Fitness and Health Committee is currently working on a new resource packet which will be available to the membership in late 1989. The packet has three sections:

1. Health/Fitness articles—all of the past ESM Health Promotion Updates at your fingertips.
2. Health/Fitness program ideas—a collection of program resources from a number of NESRA experts.
3. Research studies/resources—information to use for justification and further program development.

The committee needs program ideas for section 2 of the resource packet. Please send ideas from your company to Tamra Torres, Texas Instruments, Lewisville Texins Assn., M/S 3472, 2501 S. Hwy. 121, Lewisville, TX 75067, or for more information call Tamra at (214) 462-4265.

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For more information, contact CMC Exhibits, 2875 S. 171st St., New Berlin, WI, 53151-3511, (800) 726-8558.

New Book Released

Institutional Weight Room Design, by Certified Strength and Conditioning Specialist (CSCS) Gary Polson, details the features of institutional weight room design. This manual will help facility managers to design a new facility or improve an existing one. It provides management information on written supervision

policies for the facility, and a listing of suppliers offering strength equipment. The 290-page book is written in outline format and published in a heavy paper report cover.

For more information, contact Strength Tech., P.O. Box 1381, Stillwater, OK, 74076, (800) 443-6543, (405) 377-7100.

Submarine Rides Offered

Atlantis Submarines has teamed with the luxury resort Hilton Hawaiian Village to offer unique "Sun & Fun" packages.

Beginning September 15, 1989, nautical adventures will be offered both above and below the waters of Waikiki Beach, Hawaii. Packages include a one-mile sail on a 150-passenger catamaran to board the submarine at its divesite, located between the Hilton pier and Diamond Head.

After completing a 45-minute underwater adventure, passengers board the catamaran for a sail around Waikiki Beach.

The entire trip, including the voyage aboard the Atlantis submarine and the catamaran, lasts approximately two hours.

For more information, contact Atlantis Submarines/Waikiki, 560 N. Nimitz Hwy., Suite 201 C, Honolulu, HI 96817, (808) 536-2694.

Employee Tipsheets

ODT, Inc. offers "How To Receive A Delegated Assignment," a four-page tipsheet for employees.

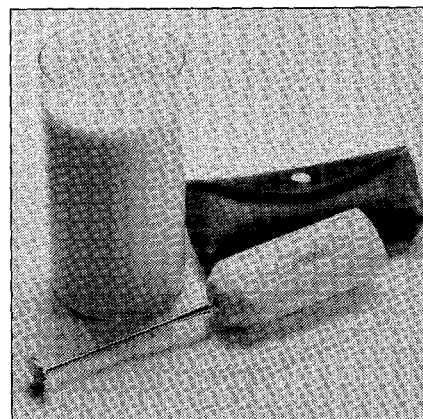
This product presents employees with point-by-point guidelines for accepting assignments and making them work.

The tipsheet begins with a short self-quiz to help the employee determine how s/he feels about receiving assignments.

The sheet also helps employees develop the necessary attitude and behavior which will allow him/her to get the job done. It helps employees see the job in terms of the "pay-offs" it offers the employee, his/her boss and his/her organization.

For more information, contact ODT, Inc., P.O. Box 134, Amherst, MA 01004, (413) 549-1293.

Pocket-Size Blender Available

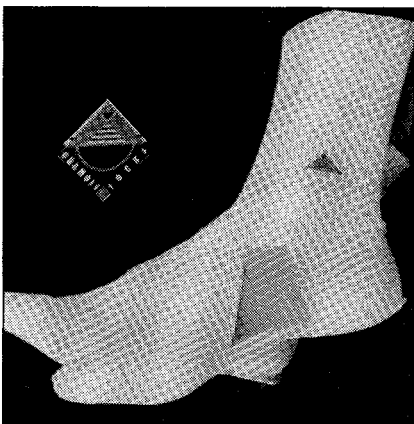


To enhance office lunches, Vitaminder offers The Vitaminder, a battery-operated pocket blender, the size of a small flashlight. This mini-blender can be used to whip liquids, such as liquid diet mixtures, into frothy drinks.

It includes two attachments: a plastic wand that works in styrofoam and plastic cups, and a more powerful metal blade that works in glass to produce a foamier mixture.

For more information, contact Vitaminder, 27722 El Lazo Rd., Laguna Niguel, CA, 92656, (714) 643-2277.

New CHAMeeS Socks



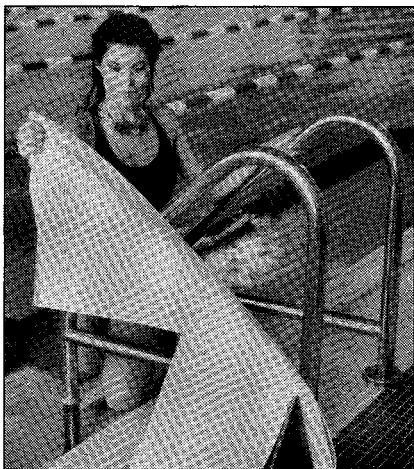
JMS Marketing introduces CHAMeeS ComfortSox, socks made of 100 percent natural chamois and hospital shearling.

This new type of footwear controls the environment around the foot, wicking away excess sweat, leaving the foot soft and supple but not wet. It also eliminates rubbing and abrasion

between the foot and sock or foot and shoe. When wearing CHAMeeS, feet stay warm in the winter and cool in the summer.

For more information, contact JMS Marketing, Five Clark St., Garfield, NJ, 07026, (800) 342-2602.

Disposable Towels



Kimberly-Clark introduces Hi-Dri™ Shower Towels, a disposable, all natural-fiber product designed to provide convenient and economical use at health clubs, health care facilities, and other places where on-site showering is desirable.

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Each dispenser-package of Hi-Dri Shower Towels contains 100 towels. Three packages are in a case (300 towels).

For more information, contact Kimberly-Clark Corp, 1400 Holcomb Bridge Rd, Roswell, GA 30076, (800) 241-1256.

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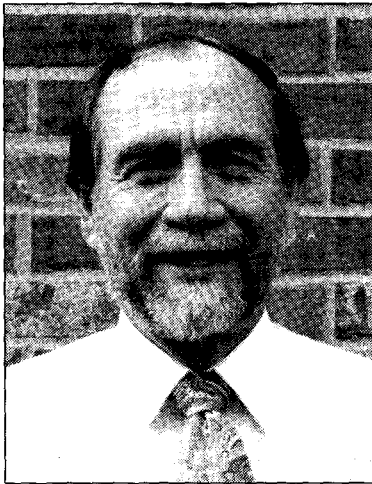
Special discount rates must be booked through
1-800-432-SARA, or hotel direct.

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How Should College Students Prepare for an ES&R Career?



Tom McKinney,
*Superintendent, Parks and Recreation,
City of Troy Parks and Recreation*

Over the years I have seen the employee services and recreation field transform from one of generalization to more specialization and as a result, it is more important than ever for our colleges and universities to tailor curriculums to meet our changing field. Ten years ago, who would have thought computers would be integrated in the ES&R field to the extent they are today? Today it is essential for people entering our field to have basic knowledge and skills in computer applications if they are to be competitive in the job market.

There are several other areas of course study that are necessary to

adequately prepare individuals for entering this workforce. A solid background in composition and communication courses is essential because of the public speaking and writing demands placed on employees. I constantly find myself having to "sell" a service, program, or an idea, and for that reason, a basic background in marketing principles is also helpful. Due to a greater emphasis than ever before on financial accountability, business classes in budgeting and accounting are a must. Programming classes which cover everything from facility selection to league scheduling and tournament brackets will be used again and again even as an employee advances from the entry-level position to positions of more responsibility.

A relatively new area of emphasis is human resources management; those skills are extremely important for our people-oriented occupation. Courses in this area carry many different titles, but the emphasis is on dealing with people and employee relationships. I feel basic sociology and psychology classes are still important in defining social behaviors and causes.

For those of us in public-sector employment, course study in public administration and political science gives us the necessary exposure to the political process that's so important. Another highly desirable course is one dealing with tort law. Liability and litigation so often dictate and set the perimeters we operate within, that it's important we have a solid

understanding of the ramifications of our programs, services and actions.

Hopefully, a student's educational background and work experiences will form the basic foundation for entering and surviving in the employee services and recreation field.

To secure a position and to succeed in the workplace, students should develop the following key skills: planning and organizational skills; public relations and supervisory skills; and communication skills (both verbal and written). Students should also possess and express a strong desire to serve people.

I would like to emphasize the importance of meaningful part-time work experiences and the internship or field-work component of a student's background. Once a student has established a career objective, work experience should support that objective whenever possible. Work experiences are as important, if not greater in some instances, than educational background when being considered for employment. The same holds true for internships or field work placement. Choose a quality program or agency which has a good reputation. A curriculum that has a longer-duration internship (15-plus weeks) is of greater benefit both to the student and the agency and gives the student the opportunity of a more in-depth and varied experience.

The key is to be prepared when the door opens, but also remember there are keys to open doors. Good luck.



Teresa M. Sutter,
Employee Recreation
Coordinator,
The Toledo Hospital

"What courses should college students take in order to be successful

in the employee services and recreation field," was the same question I asked myself when I switched my major. Since the University of Toledo's College of Education did not have an employee recreation field, I was able to design my own program of study through the University College. After searching through college catalogs and reviewing available courses, I selected classes which would potentially make me as marketable as possible in the employee recreation field. With this experience, I advise any recreation student to take the following steps:

Upon selecting courses, realize how important it is to become as knowledgeable as possible of your chosen field. Your knowledge of the recreation field will help you appear professional and it will grant credibility to the recreation profession. Choose strong foundation

courses such as an introduction to recreation. This course will provide you with information encompassing all areas in recreation. For example, you will learn the many different branches in the recreation field; parks and recreation, commercial, therapeutic, institutional and industrial. Other absolutely essential courses should include recreation administration, recreation management, and an internship. These courses, though similar to their business counterparts, are a bonus since they focus strictly on recreation business. I feel it is wise to supplement these courses with business classes such as economics and marketing. These courses enable recreation managers to see what the future holds, based on the past economy. Students can then use the best marketing tools to reach all employees. It is important to be able to recognize these social trends, in

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order to determine what employees need and how to meet these needs. Other helpful courses are physical education courses (i.e., swimming, lifesaving, water safety instruction, health and exercise). It is also possible to gain credit from attending symposiums and seminars.

Students should develop typing skills and computer skills (including word processing, database and spreadsheet). It is also vital that students develop strong communication skills before entering the field. Everyday, I must effectively convey recreation information at all levels of understanding to employees and administration.

Overall, students entering the recreation field may wish to select courses which will provide them with flexibility in their career goals and the potential for growth.



Katie Foran,
Director, Prairie House,
Domino's Farms

Getting the most out of your college education doesn't always mean taking courses directly related to your major or minor. In a corporate fitness center, you'll be exposed to people with varying degrees of education and health awareness. You will have to be able to work and communicate with everyone, regardless of their background or interests. Also, it helps

to remember a beautiful facility is not the only ingredient in a successful corporate wellness program: A well-prepared, involved and creative staff is also a part of a successful facility.

To be successful, you will need to choose classes outside your major carefully. Remember you may be the only one running the corporate wellness program and your budget may seem less than last semester's tuition. The following list of suggested classes (or subject matter) will assist you in preparing for a position at a corporate fitness center.

Essential Classes

(most likely required courses)

- Health Education
- Anatomy/Physiology
- Adult Fitness
- Fitness Testing
- Kinesiology
- Exercise Physiology
- Basic Nutrition
- Facility Management
- Stress Management
- Health Promotion—Program Development
- Human Motivation—Behavior Modification

Electives

(be selective and try to cover the following areas)

- Communication
 - Journalism
 - Public Speaking
 - Leadership
 - Interpersonal Communication

The classes listed above will generally cover any situation requiring clear, concise communication.

- Business
 - Budgeting
 - Basic Accounting
 - Marketing

These courses are as essential as the courses in your major. You will need them through the year, and particularly at budget time or when promoting a new program.

- Miscellaneous

Introduction to Computers

Creative Problem Solving

You will most likely have a computer in the fitness center for activity logging, member management, tracking and fitness testing. An introductory computer course will help you understand how all computers operate.

If your school offers a course in creative problem solving—take it. Creative thinking is essential if you want to run a corporate fitness center. You may encounter problems such as major budget cuts, a request from your supervisors to develop some kind of fun day for all the employees or even rearranging the facility for the most efficient use.

You should have the following skills when you graduate:

- Public speaking
- Teaching
- Group Management
- Fitness Testing
- CPR Certification
- Exercise Leadership
- Writing
- First Aid Training

I also suggest students get an internship at a corporate facility. Here, what you lack in experience can be made up in enthusiasm and willingness to do whatever is needed. Visit all the fitness centers in your area. It will also be helpful to you to teach an aerobics class and to become a certified CPR instructor.

Community groups and events offer excellent opportunities to gain experience. For example, volunteer for the American Cancer Society to gain valuable knowledge and public speaking experience, or volunteer to work with the Special Olympics to receive experience training others for events. During the summer and on breaks, look for jobs that will add to your skills list.

Remember when you send out resumes, the experience you list will help you get an interview. You have to sell yourself to prospective employers. A variety of skills and a fairly broad course load outside your major will help you get your first job.



Arnold Maler,
Recreation Services Specialist,
Apple Computers, Inc.

To the average person, the role of an employee services/recreation manager often appears quite simple and more "fun" than work: Sometimes people think they are lucky they get paid for what they do. However, while it may be true that many of us working within the field love what we do because it is at times "fun," it is also important to note that being a successful, effective ES&R manager requires a great deal of devotion and a lot of hard work as well. The rewards we receive do not always include high salaries, but we do gain satisfaction in knowing we make a difference in helping employees enjoy themselves in a "recreational" sense.

I don't own a crystal ball nor am I a psychic. What I do know, however, is with each passing day my responsibilities grow larger and the need for leisure wellness and the scope of recreational activities are in greater demand. I find myself wearing several hats each and every day; one day I'm in marketing, the next I'm focusing on finance, and the next I'm serving in a public relations capacity. I believe meeting the needs of the employees will continue to require many tasks of the ES&R manager.

That is why I have prepared a list of courses which I feel best prepares tomorrow's ES&R managers for the jobs they will face in the future:

Management: You will be working with, and for people almost every step of the way. Knowing how to relate to them and how to work as a team player may be your most valuable asset.

Business: When I say business, I'm speaking of human resources and risk management. Knowing what is legal and what is not may make or break your entire program.

Finance: When planning a budget, there are many factors that come into play. From trends and types of budgets, budget preparation and implementation, to financial recordkeeping, all share their importance in preparing for the future.

Leisure Wellness: Understanding the reason for recreation and the background in which it was founded.

Public Speaking: At one time or another, you will be asked to make a presentation, teach a certain topic that relates to your field, or serve as a guest speaker at a luncheon or meeting. Public speaking and speech courses are essential in preparation for these tasks.

Corporate Communications: Knowing how to effectively communicate to others through writing is absolutely critical in the corporate environment. I highly recommend courses which emphasize and teach how to write clearly and concisely.

Computer Technology: More often than not, computer literacy is an invaluable asset for any ES&R manager. This does not mean knowing how to program a computer. It is more important to understand and become familiar with popular programs (i.e., word processing, spreadsheets, and presentation programs.)

Sports Programming: Basic knowledge of how tournaments and leagues operate and how they are evaluated is yet another integral part of any recreation manager's success.

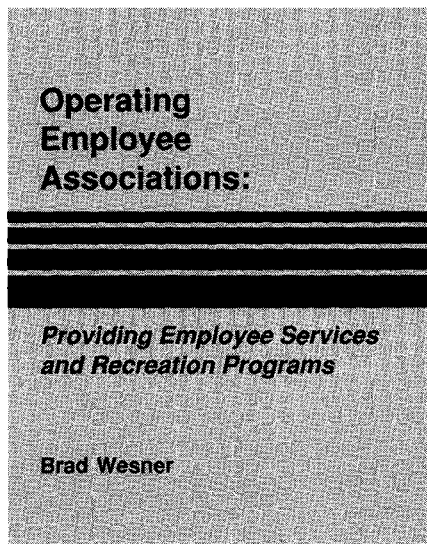
Facility Layout: Knowing how to develop a facility layout from scratch in the most efficient manner as well as having an understanding of state-of-the-art equipment is essential. Students must take courses which not only teach these elements but also stress that the recreation industry is constantly evolving—they must learn flexibility where facility design is concerned.

Health Education: An ES&R manager is constantly viewed as a source of health and nutrition-related information. To be successful, one must possess at least a basic understanding of health and nutrition concepts as well as current trends in these fields.

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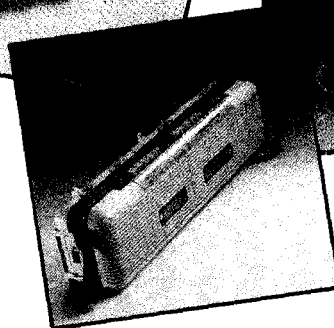
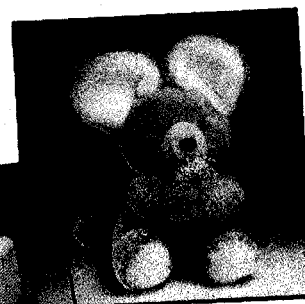
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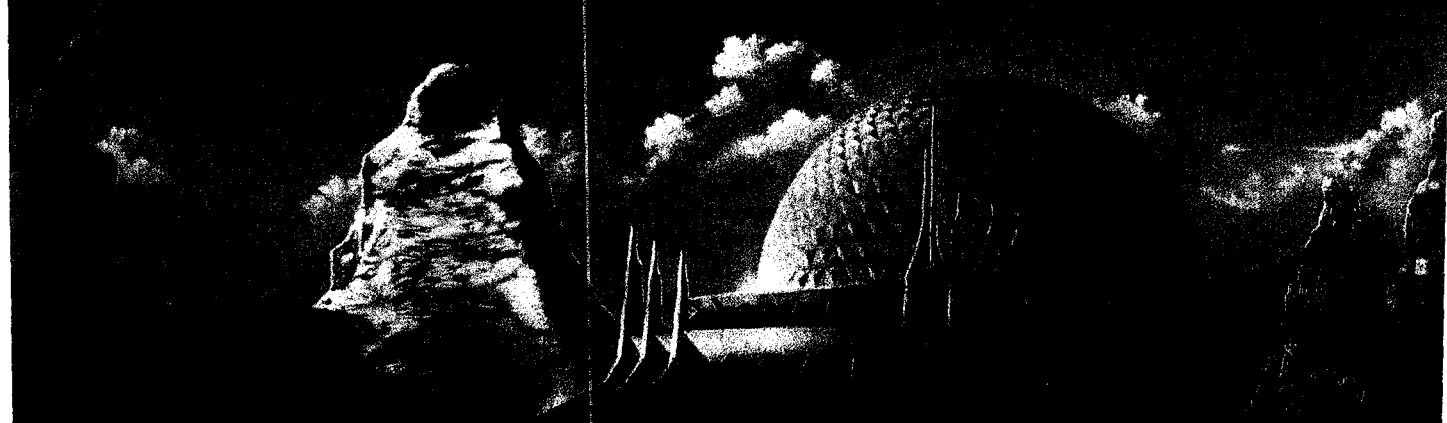
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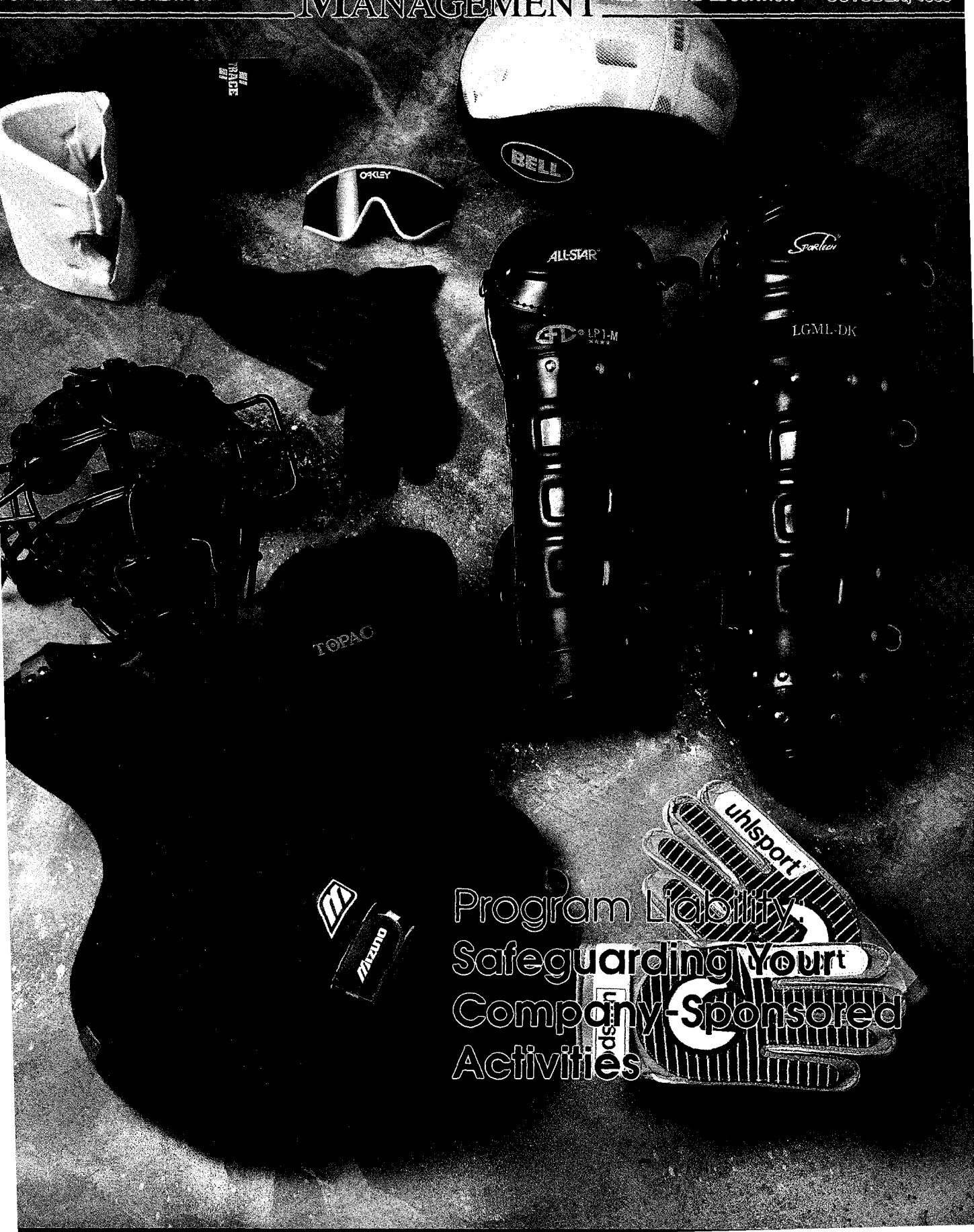


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OF EMPLOYEE RECREATION

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OCTOBER, 1989



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**Because employees
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

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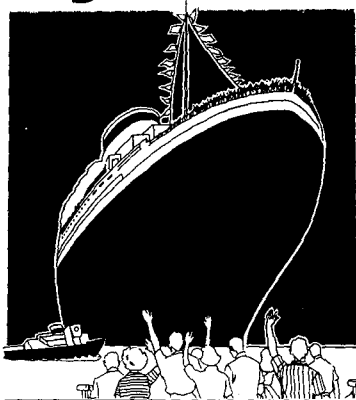
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You take pride in planning and implementing your company's recreation and fitness programs. Read this month's cover story, "Program Liability: Safeguarding Your Company-Sponsored Activities," to learn why you must also take precautions to ensure the safety of your activity's participants.

If the bulletin boards at your company are overloaded with items including announcements of promotions and service awards, upcoming activities and sign-up sheets, and memos concerning company policies, perhaps you need to find a more effective communication method: A company newsletter. To find out how to put together an effective publication, read "Newsletter Basics."

Though simple in its terms, federally-mandated parental leave has been a hotly-debated issue on Capitol Hill since 1985. Read "Parental Leave: Helping Juggle Work and Family" to analyze the issues and to see what some companies are already doing to help.

And don't miss this month's ESM Bulletin, a NESRA survey which shows the types of on-site facilities members have, and just how much equipment they purchase for their activities; the Employee Store column, which discusses various methods of security; learn what to consider when arranging tours in October's Travel department; and this month's Health Promotion Update, which shows how to keep employees "Heart-Healthy at Work."

NEXT ISSUE

- PARENTING FAIRS
- COMMUNITY SERVICE

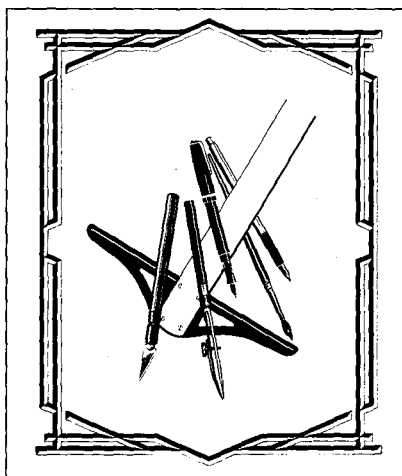
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NESRA Facilities Survey

In a mini-survey mailed with the June, 1989 *Keynotes*, NESRA learned about the types of on-site recreation facilities each of the members have and the total amount of equipment purchased in the last year.

We mailed 2,500 surveys and received 187, a response rate of almost 8 percent. The top five facilities owned and used by members are: Locker rooms (63 percent), fitness facilities (56 percent), basketball courts (45 percent),



volleyball courts (44 percent), and tennis courts (17 percent).

In the past year, NESRA members purchased a total of over 24,000 softballs; 17,000 tennis balls; 1,000 sets of horseshoes; almost 350 sets of free weights; 150 exercise bikes and almost 150 single-station weight machines.

As you can see from the following tables, respondents are dedicated to offering employees quality, state-of-the-art facilities and equipment.

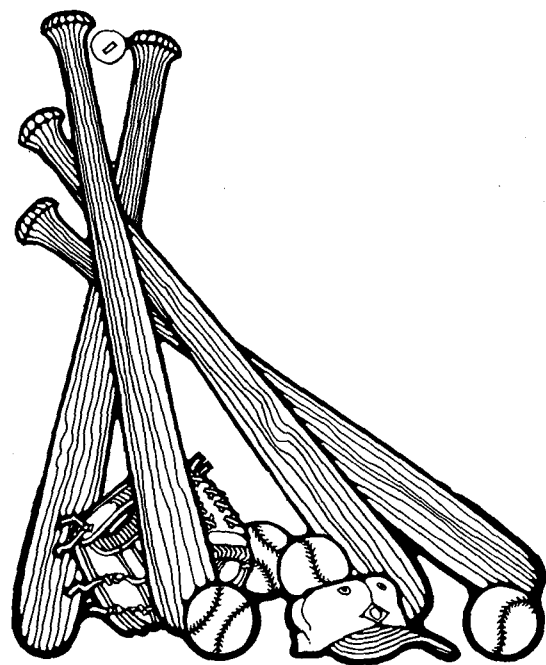
Facilities Owned and Operated by NESRA Members:

Facilities	Percent Owned by Respondents	Number*	Percent Indoor	Percent Outdoor
All-Purpose Fields	29	88	4.5	95.4
Archery	8	16	6.3	93.7
Arts and Crafts	11	26	76.9	23
Basketball Courts	45	125	28	72
Bowling Alleys	5	9	77.7	22.2
Childcare Centers	9	21	71.4	28.6
Employee Parks	22	61	9.8	90.1
Employee Stores	45	110	93.6	6.3
Fitness Facilities	56	156	85.2	14.7
Golf Courses	3	8	0	100
Mini-Golf Courses	3	8	37.5	62.5
Handball/Racquetball Courts	13	57	94.7	5.3
Locker Rooms	63	316	98.7	1.9
Shooting Ranges				
Trap & Skeet	4	11	18.1	81.8
Rifle & Pistol	4	9	33.3	66.6
Softball Fields	11	51	0	100
Swimming Pools	12	33	33.3	66.6
Tennis Courts	17	145	12.4	87.6
Volleyball Courts	44	191	22.5	77.5

* Respondents could own more than one of each type of facility

Fitness Equipment Purchased:

Item	Quantity
Aerobic Floors	2
Aerobic Mats	35
Aerobic Sound Systems	1
Basketball Goals	6
Ergonometers	1
Exer-Bands	100
Exercise Bikes	150
Free Weights	339
Incline Boards	3
Jump Ropes	2
Lifting Belts	1
Multi-Station	
Weight Machines	23
Nordic Track	5
Pully-Weight Machines	19
Rowing Machines	58
Single-Station	
Weight Machines	147
Ski Machine	5
Skinfold Caliper	1
Squat Racks	1
Stair Climbers	46
Treadmills	84
Versa Climbers	3
Volleyball Standards	4
Weight Benches	4



Sports Equipment Purchased:

Item	Quantity
Badminton	52
Bases	47
Basketballs	570
Basketball Baskets/Nets	10
Bats	760
Bat Replacement Sleeves	54
Bocci Ball Sets	3
Bully Boy	3
Catcher's Masks	14
Dart Boards	1
Fooseball Men	25
Footballs	138
Golf Balls	9,650
Golf Clubs	60
Handballs	773
Handball Gloves	26
Hockey Pucks	18
Horseshoes	1,111
Ice Packs	64
Indoor Soccer Balls	12
Line Makers	9 spools
Outboard Motors	3
Picnic Tables	20
Ping-Pong Balls	281
Ping-Pong Paddles	16
Ping-Pong Tables	4
Pitching Rubbers	5
Pool Ques	26
Racquetballs	1,386
Racquetball Racquets	28
Rule Books	10
Score Books	40
Shuffleboard Sets	2
Soccer Balls	167
Soccer Corner Posts	8
Softballs	24,303
Squash Balls	180
Tennis Balls	17,693
Tennis Racquets	60
Tennis Wind Screens	100 feet
Volleyballs	576
Volleyball Nets	15
Whistles	6

Look for more informational surveys in future issues of
ESM!



NESRA 1989 SALARY SURVEY



1989 SALARY SURVEY

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The 1989 NESRA Salary Survey reports on 733 pay rates of 10 different positions at various levels of education. The results are presented by size of company, facility, budget, experience, full-time employee services and recreation employees, and region.

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Career Plateauing

"Career plateauing" makes it difficult for men age 40-plus and women age 35-plus to get the promotion or other advancement they expected, reports *Successful Meetings*.

This phenomenon can be attributed in part to corporate downsizing in the early '80s. Then, large companies deleted layers of management and restructured jobs.

While some men and women encountering this problem settle for the best they can get in this situation, those who keep in mind their priorities, such as family needs, choose another plan. They may make a lateral move, switch careers, start their own businesses, work part-time, or maybe reenter school.

Every option has its drawbacks. For example, switching careers will involve leaving a well-developed network to become a 40-year-old beginner in another network. However, if men and women can weather these adjustments, they will be more likely to find a more satisfying way to the top.

Company Picnics

Many more companies are holding company picnics now, and in some cases these picnics are making a comeback after being discontinued for several years, according to *The Wall Street Journal*.

One company has been having picnics for 40 years in a Pittsburgh amusement park. Three out of four companies hold some form of a party.

One corporation invites employees to four parties a year. Its newest addition is a shrimp fest held on a patio at the company's Atlanta headquarters. Another company, consisting of 2,200 employees, attracted 1,000 people, including its CEO.



Popular Benefit For Executives

Financial counseling is one of the most common perks offered to executives, reports *Personnel Administrator*.

In a recent survey of large companies, almost three-fourths of the firms offer some combination of services such as financial and tax planning, income tax preparation and estate planning.

Ninety-seven percent of companies use outsiders to perform the service and 62 percent of the companies select these advisors. Physical exams, offered by 92 percent of respondents, are the only services which outrank financial services.

Medical Changes of the Future

Medical advances for the '90s, predicted by health care experts, may sound like science fiction, reports *USA Today*.

Death from cardiovascular disease and cancer will probably decline. However, it will be some time before a medical "fountain of youth" will be discovered.

Here are some of the expected developments:

- Cell-sized machines which will be steered through the blood system or digestive tract by remote control to

send information about the body's workings.

- Implanted electrical devices allowing the paralyzed to breathe and walk.
- A sense of touch may be a new feature for artificial limbs.
- Artificial sight and hearing.
- New surgery equipment. Digital three-dimensional diagnostic imaging will provide greater detail and reduce the need for exploratory surgery. Knifeless surgery will use beams of radiation or high-energy particles which will leave no visible incisions unlike lasers, which are used to cut.
- Animal organs will be routinely transplanted.
- Genetic therapy will correct a range of congenital disorders.
- Computers and robotics will aid diagnosis and treatment.

Business Travelers Vs. Vacation Travelers

Business travel has increased 5 percent since 1983, reports *The Wall Street Journal*.

In 1983, 19 percent of all trips taken in the U.S. were business trips. In 1988, 24 percent were business trips.

The percentage of pleasure trips remained stable at 69 percent. However, trips for weddings, family emergencies and similar trips decreased to 7 percent from 12 percent.

Business travelers differ from pleasure travelers. Business travelers are:

- More likely to be men than women; 61 percent of business travelers and 50 percent of pleasure travelers are men.
- Concentrated in the 25-44 age group and they are more likely to be married and have children.
- More likely to travel by air: 43 percent of business trips are taken by plane versus 19 percent of vacation trips.

- Usually taking trips over long distances: 1,370 miles for a business trip compared to 950 miles for a pleasure trip.
- Usually staying away fewer nights than vacationers. While business travelers stay 4.4 nights, vacationers usually do so for 5.2 nights.
- More apt to stay in hotels. Sixty-seven percent of business trips involve hotel stays while 39 percent of pleasure trips do so.
- Twice as likely to use travel agents: 20 percent versus 11 percent.

Smoking Linked to Body Fat

Although smoking may keep weight off, it distributes body fat in ways that increase health risks, according to *Employee Assistance*.

Researchers studied more than 1,000 men during a 26-year study.

They discovered smokers have a different fat distribution which causes larger bellies and smaller hips. Smokers are at a higher risk for diabetes, hypertension and abnormal fat and cholesterol levels in the blood.

In light of this research, experts say those smoking to keep off weight are actually doing more harm than good.

This fat distribution is not permanent. The excess fat will return to normal when the smoker quits smoking.

However, when men resume smoking after quitting, they lose about 2.2 pounds, but their body fat increases around the waist.

A researcher suggests smokers accumulate a greater proportion of fat around the abdomen because of the endocrine and hormonal changes caused by smoking.

Researchers are performing a second study to see if the same fat distribution occurs among women.

The Midwest is Growing

The Midwest's population is increasing again, according to *American Demographics*.

From 1980 to 1985, the Midwest's population declined .6 percent. From 1985 to 1988, the Midwest grew by 1 percent, gaining 693,000 people by mid-1988. Almost half of the region's increase occurred in Michigan and Minnesota.

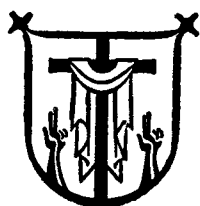
Michigan's population gained 211,000 people from 1985 to 1988, an increase of 2 percent. Minnesota's population increased 3 percent as it gained 115,000 people from 1985 to 1988.

During this period, the two smallest Midwestern states, Iowa and North Dakota, were the only states to lose population. Residents in Iowa decreased by 1 percent, and North

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Dakota by 3 percent. When comparing all 50 states, only Wyoming, a Western state, lost a larger percent of its population than North Dakota. Wyoming decreased by 8 percent of its residents, 39,000 people (the same number of people Iowa lost).

In terms of the whole country, the Northeast increased by 2 percent from 1985 to 1988. These figures match the Northeast's growth in the first half of the '80s. The quickest growing state in that region from 1985 to 1988 was New Hampshire, which increased by 10 percent, gaining 99,000 people. New York increased by 1 percent or 129,000 people and became the slowest growing state in that region for that period.

Nevada experienced the largest percent increase from 1985 to 1988 among all states. Its population increased 13 percent, or 120,000 people. Overall, the West increased by 6 percent over the three years and the South increased by 4 percent.

From 1980 to 1985, only Ohio, Iowa, West Virginia and Michigan lost population. Iowa's and West Virginia's populations continue to decline in the second half of the decade. However, Ohio's and Michigan's populations have increased.

Tipping Etiquette on Cruises

Are you going on a cruise for the first time and wonder about tipping etiquette? Here are a few rules from *Travel-Holiday* to follow when tipping those who serve you on a cruise.

Many shipboard service personnel whose wages are comparable to those of a waiter or waitress depend on gratuities as a major source of income. Although these employees will happily accept a gift, they do not consider gifts a substitute for money.

Tips are usually paid toward the end of your cruise: The last dinner for your waiter, busboy, and cabin steward. Other tips may be given on

the last day when shipboard accounts—bar bills and shore excursion costs are settled.

To better calculate and present gratuities, follow these tips:

- Always tip in U.S. dollars.
- Place tips in an envelope and hand them to your waiter and busboy after the last dinner. Do the same for your cabin steward on the last evening of the cruise or on the morning of departure.
- When calculating tips, figure \$2.50 to \$3.50 per person per day to your waiter and your cabin steward, and \$1.50 or \$2 per person per day to busboys.
- If the maitre d' and/or dining room captain ordered special dishes or made any special table arrangements, tip them \$10 to \$20.
- Some ships include gratuities in their bar bills. When this is not the case, tip waiters and wine stewards at the time of service.
- Never tip officers or the line's shore-excursion personnel.
- It is voluntary for you to tip shore-excursion tour guides employed by a private tour company in the port. If you choose to tip, you may give \$1 per passenger for a half-day tour and \$2 per passenger for a full-day tour. The guide usually shares tips with the driver.
- On some ships, gratuities are pooled together and divided among the service staff—from deck-hands to bar stewards. Here, tip about \$8 per passenger per day. Some cruises have chosen to implement a no-tipping policy to relieve passengers from these concerns.

Does Inhaling Oxygen Boost Energy?

Athletes who inhale pure oxygen to reverse exhaustion are really gaining more of a mental boost than a physical one, according to *Insight*.

In a recent study, researchers found no difference in recovery rates or physical conditions after exercise between athletes who inhaled 100 percent oxygen and those who

breathed normal room air (containing about 21 percent oxygen).

Pro-football players most commonly practice breathing oxygen during breaks in play. The practice is also common in college and even high school football.

Regardless of these results, many athletes may continue the practice since they are convinced the 100 percent oxygen boosts their performance.

Leasing Employees

More businesses are switching from buying equipment and services, to leasing them, reports *U.S. News and World Report*.

Now, anything that can be bought can be rented, including fitness equipment, office equipment, locomotives, power plants and most recently, people. Some of the biggest leasing companies have expanded their offerings to include such services as financing, maintenance, training and reselling products when the lease expires. Leasing is a way to save wear, tear and taxes.

Leasing firms are often units of larger parent companies. Therefore, even the U.S. Commerce Department lacks an exact tally of how much money the sector makes.

How do leasing companies make a profit? They take write-offs on equipment depreciation, charge brokerage fees and buy equipment in bulk orders at bargain prices.

Tax reforms and accounting rules often favor leasing. For example, tax reform phased out deductions for interest payments, sales taxes and extending vehicle depreciation from three years to five and a half years. These conditions make ownership less desirable.

An alternative minimum tax was imposed, ensuring that most corporations pay some tax, regardless of how many deductions they have. Consequently, companies making large interest payments on debt from takeovers and acquisitions may not be able to immediately write-off all the

depreciation stemming from equipment ownership.

In terms of accounting, leasing is considered a current operating expense and usually does not appear as a subtraction on the balance sheet. However, debt caused by purchasing is considered a liability. On paper, the company that leases looks better to bankers and analysts.

Even though the Federal Government can't take tax write-offs, it turns to leasing to cope with budget restrictions. It usually leases computers, telecommunication systems and office equipment.

The country's turn to high-tech also encourages leasing. Companies want state-of-the-art equipment. With technology advancing so quickly, leasing is logical. Some 60 percent of computer leases never run the full term because companies want to upgrade.

Hundreds of companies nationwide are saving time, money and headaches by allowing other people to handle administrative details of business.

In 1983, only 5,000 employees were leased. Most of these worked as truckdrivers, security guards or cafeteria labor. Now, 500,000 workers are leased as employee leasing companies provide permanent members of staff such as accountants or personnel managers.

Employees being leased to companies gain improved benefits. Instead of working for a company with 25 employees, leased employees are one of hundreds of employees making up a leasing company. This larger number of employees is more attractive to insurance companies, making less expensive coverage available.

Millions Spent On Sports Balls

Fitness and recreation activists spent \$677 million on sports balls last year, according to *U.S. News and World Report*.

Golf balls were by far the most common balls purchased. Spending

\$234 million, activists purchased 190.8 million golf balls. When making the purchasing decision, Americans chose tennis balls as second in popularity as they spent \$107 million purchasing 105.7 million tennis balls.

Bowling balls are clearly far more expensive per ball than either golf balls or tennis balls. Although people paid \$99 million for these balls last year, they only purchased 1.7 million balls. Basketballs also appear to be more costly per ball since Americans paid \$60 million for 3.6 million basketballs.

Based on dollars spent, footballs, soccer balls and volleyballs were the three least-purchased balls. Football may be a popular spectator sport, but Americans only parted with \$33 million to purchase 2.3 million footballs. Americans also paid \$20 million for 1.1 million volleyballs.

Parental Leave

In a recent study, one-third of the full-time employers in medium and large firms offered unpaid maternity leave and one-sixth allowed unpaid paternity leave, according to *Personnel Administrator*.

Leaves for mothers and fathers averaged four months. This study, performed by the Bureau of Labor Statistics, accounts for 31 million people in the workforce.

The degree of accessibility to this program varied slightly by employee level. Thirty-seven percent of professional and administrative employees had access to parental leave, while 34 percent of the technical and clerical group had access to it and 31 percent of the production and service employees did so.

There was also a slight variation among the levels as to where paternity leave was allowed. Among the professional and administrative employees, 19 percent were allowed to take paternity leave, while 17 percent of the technical group could do so and 13 percent of the

production and service employees could take paternity leave.

Vision and Hearing Care As An Employee Benefit

More companies include vision and hearing care as part of their benefit packages, according to *USA Today*.

More than half of the 227 major companies which participated in a recent survey now include vision care in their employee benefit plans and nearly half offer hearing care.

Those companies including vision care in their benefits increased from 26 percent in 1984 to 54 percent in 1988. In 1984, only 16 percent offered hearing care protection. In 1988, 43 percent of these companies offer this health feature.





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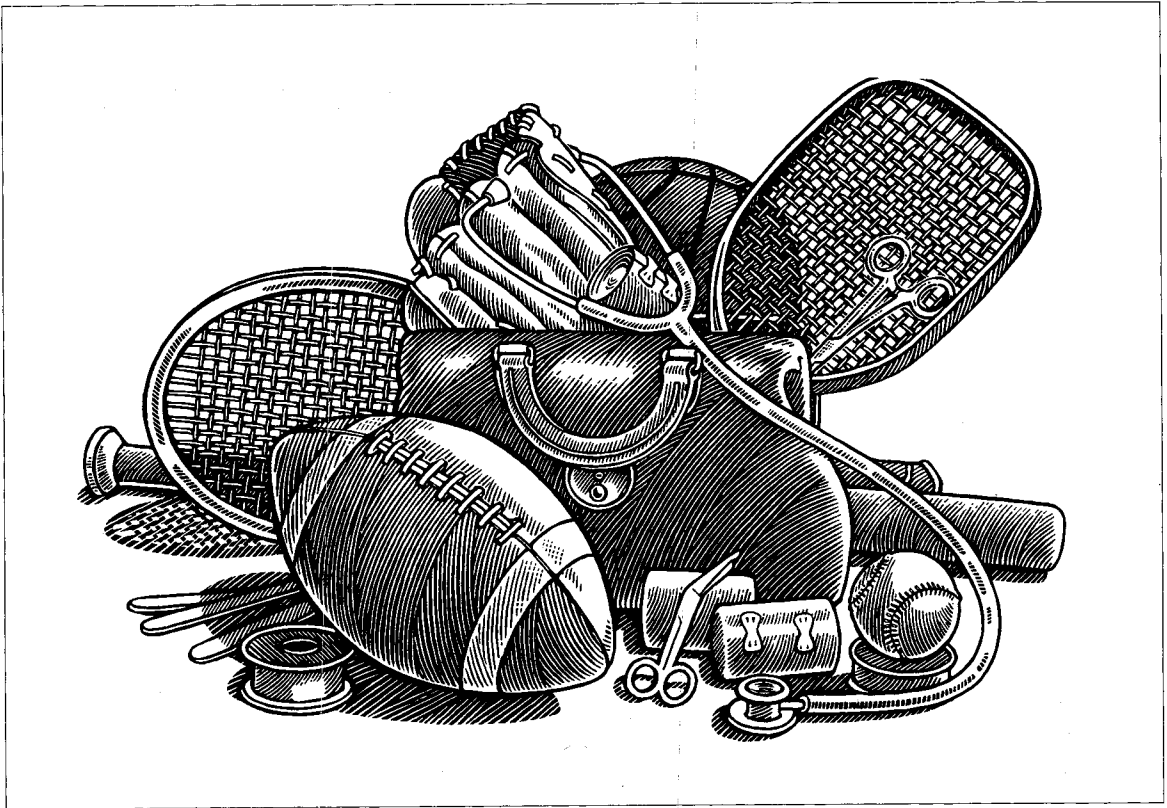
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Program Liability



Safeguarding Your Company-Sponsored Activities

by Elizabeth D. Grumbine, editor

In a study conducted by the Roper Organization for the All-Industry Research Advisory Council in 1987, an overwhelming 84 percent of respondents said people were more likely to file personal injury suits now than in the past.¹ For any professional who plans fitness and recreation activities, this percentage implies a frightening idea—that the next time an employee gets hurt at a company-sponsored activity, the company could end up paying lawsuit damages.

There are countless cases on file where an employee was injured at a company activity, sued, and won. In *Vaccaro vs. Sperry Rand Corp.*, an employee suffered a heart attack while jogging on the employer's property. Because this was a permitted activity and employees were provided with an athletic facility, a New York state appellate court affirmed the ruling that his death occurred "out of, and in the course of" his employment.²

Does this mean that the next time an ES&R professional plans on organizing a basketball tournament or having a company picnic that s/he better think again? Not at all. It simply means that, along with planning those company picnics, organizing team athletics or having a recreation facility, the ES&R professional must also be aware of the company's liability and responsibility to ensure employee safety.

LIABILITY

A company is responsible (liable) for an employee's injury if the injury results from a failure to properly supervise an activity or event, maintain a safe playing surface or distribute safe and proper equipment.³ For example, Joe Worker plays on the company softball team. He is trying to score from third base on a fly ball to left field. He slides into home plate and ends up with a broken leg because the plate had an upturned corner. Joe would be able to collect punitive damages because the equipment was unsafe. Further, if a worker participates in an activity, but is unaware of the health threats involved, the company would again be liable if the worker was hurt.⁴

The solution to these issues is to make sure facilities and equipment are as safe as possible and that employees are aware of the hazards involved. For example, Sentry Life Insurance in Steven's Point, Wisconsin, requires that employees are trained to use the fitness equipment properly before they can exercise in the gym on their own.⁵

WORKER'S COMPENSATION

No matter how well-informed employees are or how safe the equipment and playing surfaces are, injuries are a

fact of sports-life. The question of liability lies in deciding

- 1) if the company is responsible in a direct or indirect manner for the injury, and
- 2) whether worker's compensation or some other form of compensation will be awarded.

Because of this, ES&R professionals should be aware of their state's worker's compensation laws. While Illinois, Maine and California, have declared that injuries resulting from recreational programs are not necessarily covered by worker's compensation, other states award compensation on a case-by-case basis.⁶

CASE STUDIES

Liability, though, is not a reason to avoid planning company-sponsored activities. If the company demonstrates adequate care in ensuring employee safety, the benefits gained in comraderie, improved morale and increased productivity far outweigh the potential damages resulting from lawsuits. Just as a company must carry liability insurance for the products it manufactures, it makes good business sense that it should also carry liability insurance for the people it employs.

Not all liability cases portend the doom of company-sponsored activities. In the case of the 3M Company vs. The Illinois Industrial Commission, 3M appealed a case where an employee died in an automobile accident after a company golf outing, which had been sponsored by 3M. Because the golf outing was not a requirement of employment, the court ruled that the possible benefit of 'improved employer-employee relationships' was too tenuous an argument to prove that the employee died out of, or in the course of, employment.⁷ The wife's argument that her husband died in the course of employment rested on the opinion that her husband felt compelled to attend the golf outing, which would then mean his death occurred in the course of employment. The court, however, recognized that the husband freely volunteered to attend the outing and 3M was acting in good faith by hosting the event. This means, while the courts recognize participating in company activities fosters a sense of comraderie and improves morale, an employee who attends a company event does so on his/her own time, which is outside the realm of worker's compensation.

In *Keystone Steel & Wire Company vs. The Industrial Commission*, Keystone Steel & Wire appealed a case where an employee was injured during a softball game on company property and had sued for worker's compensation. Because the employee wasn't playing softball during company hours, the company didn't sponsor the activity, and there was no business advantage to be gained from him playing softball, the court affirmed the appeal.⁸

PRECAUTIONS

This definitely doesn't mean that companies needn't worry about the possible harm to employees; quite the contrary. The two cases above simply show that if the company ensures, as much as possible, the safety of its employees, it greatly reduces the chance of "liability exposure." The following examples show ways some companies address the need to ensure employee safety.

Some companies require employees to sign hold-harmless statements--these inform the employee of the possible dangers of participating in a specific activity. The employee who signs such a waiver is basically saying that, if s/he gets hurt, it's his/her own fault. These waivers are beginning to have more clout in courts of law. In a lawsuit against a YMCA in California, a young man had signed a waiver absolving the YMCA if he suffered an injury during his scuba lessons. The young man was left alone briefly and drowned. When his parents sued for

Even though injuries are a fact of sports-life, here's a list of what you can do to reduce your liability exposure and ensure employee safety:

- The company should have liability insurance. Even if an activity is held at the local YMCA, the company could still be responsible for any injuries that occur during the event.
- Make sure first-aid personnel are present at all events. Whether they're playing croquet or tackle football, an employee could be injured and could need medical attention.
- The playing surface should be free from hazards; no rough ice on the hockey field.
- Equipment should be safe and properly maintained.
- Make sure the participant is in sound physical condition.
- The participant should be aware of the potential dangers.


negligence, the court terminated the suit on the basis that the young man had signed a waiver.⁹

When a company has a recreation facility, it may elect to follow the guidelines set by the College of Sports Medicine to ensure that employees are healthy enough to use facility equipment. The College of Sports Medicine recommends employees take health-risk assessments to show potential health hazards; a complete health history including height, weight, body fat, flexibility, strength and cardiovascular capacity.¹⁰

A company may even modify game rules to ensure safety. One company doesn't allow sliding, base stealing or wearing spike shoes in softball games.¹¹

Every company should establish a set of strict guidelines to ensure each activity is as free from hazards as possible, no matter what the event. The table below shows the steps to take to "safeguard" company activities.

CONCLUSION

While there are risks involved in planning and implementing employee activities, the benefits derived in increased productivity and improved morale far outweigh the risks for most companies. The ES&R professional must take every precaution to ensure employee safety, s/he must be able to address any first-aid needs with competently trained professionals; but s/he must also remember the most important reasons for promoting recreational activities—they are healthy, and they are fun. 

FOOTNOTES

- 1 Kittrell, Alison, "Public Sees Rise in Number and Size of Lawsuits: Study," *Business Insurance*, Jan. 5, 1987, p. 3.
- 2 Milligan, John W., "Employer Can Strike Out Over Recreational Injuries," *Business Insurance*, Jan. 11, 1982, p. 24.
- 3 Baron, Ronald L., "Risks In Sports: Litigation Soaring," *Employee Benefits*, January 1986, p. 27.
- 4 Tasini, Jonathan, "A Death at Work Can Put the Boss in Jail," *Business Week*, March 2, 1987, p. 38.
- 5 Miller, Jonathan, "Are You Liable to Be Liable?" *Corporate Fitness & Recreation*, Dec/Jan 1984, p. 26.
- 6 Milligan, p. 24.
- 7 3M Company vs. Industrial Commission, 238 N.E.2d, p. 612.
- 8 Keystone Steel & Wire Company vs. Industrial Commission, 238 N.E.2d, p. 593.
- 9 from The Wall Street Journal, printed as "Liability Waivers," *Executive Update*, January 1989, p. 35.
- 10 Miller, p. 26, 27.
- 11 Milligan, p. 24.

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Newsletter Basics



by Michelle Rupp

As any seasoned editor of newsletters and in-house publications can tell you, there is more to putting together an effective publication than learning desktop publishing programs and mouse-clicks. Producing a newsletter is a complex communication task requiring a balance between writing, research, design, and project coordination.

Your company newsletter is a successful way to communicate management's position, company policies, news trends, and other departmental information to your employees.

QUESTIONS YOU NEED TO ANSWER

To create an effective newsletter you must clearly identify what you want it to accomplish. The important questions you need to answer before you actually get down to the business of turning out the newsletter are these: What is your budget? What's the main purpose of the newsletter? How often will you publish? What's your format going to be? Who is your audience? What will your content be? Who are you working for? Who will have final approval before printing? What outside services will you need? How will you find outside services? How will you research and write the information? How will you choose a printer? How will you distribute the newsletter?

These are just the preliminary questions. The way you answer these questions will determine not only how you will spend your money, but also your days.

WHAT IS YOUR BUDGET? Developing a budget is your first step. Without one, you won't know your parameters. The budget determines everything from the type of paper to the number of colors you can use.

WHAT'S THE MAIN PURPOSE OF YOUR NEWSLETTER? If you are trying to give your readers easily digested information, fill the newsletter with facts, write in a chatty tone, and give references where the in-depth reader can go for more information on a topic.

If you need to cover more than one department's news, establish set columns for each department. This will help by allowing you the opportunity to assign instead of write all the articles.

HOW OFTEN WILL YOU PUBLISH? Sociologists say it's almost impossible to communicate too often with people. However, they probably have never had to fill an eight or even a four-page newsletter.

Still, a monthly is better than a bimonthly, a bimonthly is better than a quarterly, quarterly is better than semiannual and something is better than nothing.

WHAT'S YOUR FORMAT GOING TO BE? This question will almost answer itself when you narrow down all your possibilities. Your budget will be your main deciding factor.

If you publish monthly, you will want a design format that is simple and easy to work with. That way you can spend your valuable time with copy.

If your publication is less frequent, say quarterly, the newsletter will have to cover three month's worth of information. Be prepared to have at least an eight-page newsletter.

Once you decide how many pages your newsletter will be, you then need to establish a grid for your piece. A grid is a predefined format that is used each time to maintain uniformity and consistency of style to your publication.

Your next step is selecting a typestyle (font) and creating a style sheet. Each of these are important selections. They will determine readability.

There are hundreds of fonts from which to choose. Here are some basic rules to help you select which fonts you'll use:

- Keep it simple. Don't select more than two typefaces for your newsletter.
- Have the main body of text be in a serif typeface. They are easier to read. (This is serif; This, sans-serif)

A Typical Newsletter

Number of pages: Four to eight

Frequency of publication: Bimonthly or monthly

Production Time: Four weeks

Paper: 70# offset/matte finish/gloss

Page size: 8 1/2 X 11 (11 X 17 folded to 8 1/2 X 11)

Printing: Offset

Binding: Unbound, possibly saddle stitch if eight pages or more

Inks: Black plus a second color

Newsletter Advantages

- Inexpensive
- Adaptable
- Friendly
- Can be graphically sophisticated or simple
- Can be done with limited outside services

Desktop Publishing Myths

1. Desktop publishing reduces costs.

Savings are possible if the desktop system is used well. However, it may take several months before you see any savings and even then the time lost learning the system and doing the work yourself may take you away from too many of your other responsibilities.

2. Desktop publishing can be done by anyone.

Having a computer staring you in the face will not make you a writer or an artist. Training and study will do that, the computer is only a tool.

3. Desktop publishing eliminates traditional tools.

Electronic page setup may eliminate some keylining, but stripping in a photo, doing almost any multicolor work, or even getting the boards ready for the printer needs to be done with traditional methods.

4. Desktop publishing systems will eliminate the need for outside services.

Unless your company is willing to invest a large sum of money, you will still need to use some outside services. For example, you will need to find a company with linotronic output capabilities, a drafting table and paste-up equipment to make your piece camera-ready, and an artist or photographer.

- Select a sans-serif typeface for headers, eye-grabbers, large text, or slugs.
- If you don't have any background in type selection, use a designer on a consulting basis.
- If you don't have the budget for a designer, simply remember to use a serif type for copy, and a larger sans-serif type for headers.

After you select your typeface, you need to create a style sheet. A style sheet is your preset guideline to copy style. It will include information like what point size titles will be, what point size and style eye-grabbers will be, or how commas will be used in a series of three words or more.

WHO IS YOUR AUDIENCE? The answer to this question will affect everything—writing style, editorial content, frequency of publication, budget and design format. Everything.

If you are running an internal newsletter, chances are your audience will be diverse. You will probably be talking to as large a cross section of people as your local newspaper—only you won't have a large staff, wire services, and syndicated columnists to help you out.

You will need to provide enough variety to interest all your readers: Everyone from highly-educated researchers to employees who are trying to find another recipe for hamburger casserole; everyone from the corporate officer to the part-time summer stockperson; everyone from the salesperson who works 60-hour weeks to the factory worker who works 30 hours per week. In other words, you will have to find information to interest all of them while being sure you print nothing that offends a single one of them.

So just imagine you will be having everyone over to your house next Saturday and ask yourself what you would do to keep everybody interested and enjoying themselves for four hours.

Ask yourself how you'll do the same thing every time you print four pages.

WHAT WILL YOUR CONTENT BE? As with any publication, this is a question only the publisher answers. In the case of an internal publication, the publisher is the management. It would be a good idea to sit down and really listen to what your management wants to achieve through a newsletter. Then take that one step further and do a survey among a cross section of your employee base and find out what interests them.

Your next step will be to write an editorial calendar for a year. Now go back to your management and make sure they approve it. If they do, you are in business.

WHO ARE YOU WORKING FOR? Ultimately you are working for your company, but you are also working for

the readers. If the readers don't read the newsletter, chances are the newsletter won't last.

It is always good to take surveys, ask for comments, and listen to them.

WHO WILL HAVE FINAL APPROVAL BEFORE PRINTING?

It is imperative that you know if you or a superior will have "final say" of approving each newsletter before sending it to the printer. Many companies have had to rerun newsletters because a superior decides something should have been written another way or a different picture should have been used. Reruns cost you extra money, take you over budget, and cause nothing but headaches.

WHAT OUTSIDE SERVICES WILL YOU USE?

Designing a newsletter is not a job for the artsy-craftsy person who's been dying to play with rub-down letters. It is a job for graphic and writing professionals.

Who you use will depend on the resources you have available. There are several important elements to consider—design, typesetting, keylining, photography, artwork, and writing.

A word of advice when looking for outside services—the more a company can do for you the easier your job will be. If you can find a small agency that can do copywriting, design, typesetting, and keylining, you will save yourself the aggravation of working with the scheduling and billing of three or more companies.

HOW WILL YOU FIND YOUR OUTSIDE

SERVICES? Talk to your friends in the company down the street; see who they use. Call up a large agency in town and ask for some recommendations of freelancers they use. Look in the yellow pages and find some agencies close to your office.

When you get a half dozen or so, interview them. Take a look at their work, their estimate pricing, and their total capabilities. Make sure you will get what you want and need.

HOW WILL YOU RESEARCH AND WRITE?

Probably the most time-consuming part of your newsletter will be finding information and writing and editing it. This part of your newsletter definitely cannot be done by a nonprofessional. If you do not have any formal writing and editing background, now is the time to take that extension class at the local college.

Writing and editing are skills that take years of practice. Just because you are now editor of a company newsletter doesn't mean you can write and edit copy. Be honest with yourself. If you wear more than one hat and this newsletter is not your only responsibility it would be wise to find writers within your company or "job-out" this part.

A good copywriter will be able to take your notes and transform them into well-written, easy-to-read articles.

Remember it is okay to reprint statistics, research, and general information from government agencies and nonprofit organizations. But if you want to keep your readers reading, you also need to include well-written, well-researched articles.

HOW WILL YOU CHOOSE YOUR PRINTER? One of the last, but very important, selections you will make will be a printer. Who you choose will depend in part on what kind of budget you are working with. If you have a limited budget and are printing a small quantity, it would be wise to get quotes from at least three commercial quick-print shops.

If you have a decent budget and are printing a sizable quantity in two-colors, find a larger printer. A larger printer will have more up-to-date equipment enabling them to give you better quality at reasonable rates.

Once again, reputation will be your guide. Ask graphic professionals and agencies to recommend a printer. They will know who is good and who is not so good in your area.

HOW WILL YOU DISTRIBUTE YOUR

NEWSLETTERS? This is the final stage of your newsletter production. How will you most effectively get the newsletter to the readers? You have three basic options.

You can simply let employees pick up a copy in reception areas, company cafeterias, locker rooms, or whatever public space is convenient and widely used. This distribution system is inexpensive. It's also completely impersonal. It carries the subtle message that the publication is a mere hand-out without any significant importance.

You can have your newsletter distributed through your company's internal mail system or enclosed in paychecks. This is more personal and raises the perceived value of the newsletter.

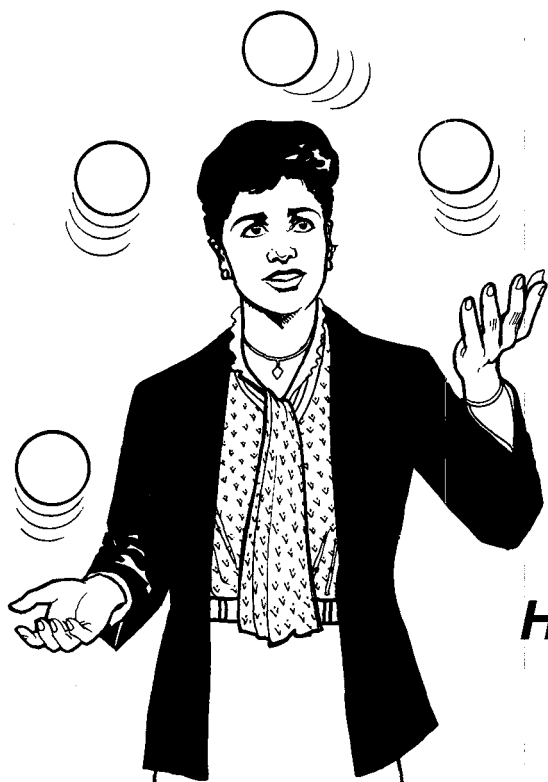
The third alternative is to mail the newsletter to the employees' homes. With addressing and postage, this option may be too expensive. But consider this: When employees receive their newsletter in their homes, they read it on their own time, not company time, and their families will probably read it too.

You have a lot of decisions to make before you start your newsletter. Every decision is important and is an opportunity to make a mistake. Every mistake is an opportunity to learn. The more you learn the better your newsletter will become. Good luck.



Michelle Rupp is owner of Rupp Communications, a St. Paul, Minnesota based print and marketing communications agency specializing in publications.

PARENTAL LEAVE



Helping Juggle Work and Family

by Elizabeth D. Grumbine, editor

In the book *Future Shock* (© 1970, Random House, Inc.), Alvin Toffler explored the hidden impact of change in our lives. He pointed out a truth America as a whole and businesses in particular are still facing: The only aspect of our lives we can be certain of is that they will change.

Nowhere is this change more evident than in the composition of our workforce. Where, in the '50s, the typical family consisted of a breadwinner husband, a homemaker wife and two children, this family structure only accounts for 7 percent of the population today. The majority of the population, 52 percent, consists of dual-income families who must juggle work and family. Because of this change in the work-family structure, businesses must now grapple with issues they used to consider outside

the realm of "work." Parental leave is one such issue.

LEGISLATION

Though simple in its purpose, parental leave has been a hotly-debated topic both in businesses and on Capitol Hill. On Capitol Hill, the Family and Medical Leave Act has been proposed and re-proposed since 1985. The Act states that parents should be able to care for their newborn infants without losing their jobs. It would allow time off for new adoptive parents and people with very ill children or elderly parents. Job security would be guaranteed.¹ The length of leave and whether benefits should be continued have been changing since the act's introduction in 1985. What used to be 18 weeks of

unpaid leave is now 10 weeks with a continuation of insurance benefits and the guarantee of the same or a similar position upon returning to work.

The intentions of federally-mandated leave are honorable ones: The Act would address the needs of the women with children under one year of age who are in the workforce (nearly half of the workforce); the 27 percent of all mothers who are single heads of household and the 60 percent of all working women who aren't entitled to maternity leave during the recovery from childbirth because their companies don't offer temporary disability insurance.²

Opponents of mandated leave feel that issues such as parental leave shouldn't be subject to federal mandates and that, in time, most companies would offer parental leave

in order to attract and retain skilled workers anyway.³ To a certain extent, this is true. Most companies offer several months of unpaid maternity leave, and about one-third allow for unpaid paternity leave.⁴

EUROPEAN OPTIONS

We still have a long way to go to fully meet the needs of our workforce, though. Even if the pending legislation is approved, America's parental leave policy would still lag behind those offered in European countries. In Sweden, for example, mothers are entitled to a leave of absence beginning six weeks before the birth of a child. Both father and mother are entitled to paid leave for 10 days after birth. Parents can also split a total of 12 months of childcare leave between them.⁵

AMERICAN OPTIONS

Even though businesses worry about the costs associated with parental leave and covering the absent worker's position, many companies are providing options to help employees deal with their family needs. Some companies are setting up "catastrophic time banks." This allows employees with buildups of sick leave to donate some of their available leave to employees with dire need. Others allow parents to use their own sick leave when they must stay home to care for a sick relative.⁶ Still others offer separate maternity and paternity leave for childbirth or infant adoption in which the employee's job is protected and some or all benefits and seniority rights are maintained.⁷

Joan Sobolewski, human resource coordinator for Aetna Casualty and Surety in Downers Grove, Illinois, points out that, while there are options available for employees who need to take a leave of absence from work, Aetna tries to meet each employee's unique needs.

One option is a six to eight week maternity leave, where the length of leave depends on the extent of

disability caused by the delivery. The employee still receives full benefits, and also receives from 60-100 percent of her salary, depending on how long she has been with Aetna. The employee is guaranteed a return to the same position.

A special care option exists for employees who must care for an infant with a health problem. An employee may take up to a six-month leave of absence, and can return to the same or a similar position.

A third option is a sick-relative leave of absence. An employee may take an unpaid leave of absence for up to two months to care for a sick relative. The employee then returns to the same or a similar position.

Because of an ever-changing workforce, the marked distinction between "work" and "family" simply doesn't exist anymore. While some companies are proactively addressing the needs of their employees, others still lag behind in offering options that would help ease the stress of the "work-family" juggle. While

Congress is debating federally-mandated leave, those employees who don't have disability benefits and who aren't working for a company offering some sort of leave program will simply have to keep juggling. ☹

FOOTNOTES

¹ Kantrowitz, Barbara with Wingert, Pat, "Parental Leave Cries to Be Born," *Newsweek*, June 5, 1989, p. 65.

² Hearing, House of Representatives, Small Business Committee, "Parental Leave," Tuesday, August 4, 1987, p. 1.

³ Kantrowitz, p. 66.

⁴ Nollen, Stanley D., "The Work-Family Dilemma: How HR Managers Can Help," *Personnel*, May, 1989, p. 25.

⁵ Cutler, Blayne, "The Swedish Example," *American Demographics*, Vol. 11, No. 4, April 1989, p. 70.

⁶ Nelton, Sharon, "Six Ways to Be 'Family Friendly,'" *Nation's Business*, March, 1989, p. 12.

⁷ Nollen, p. 4.

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Security and Your Store

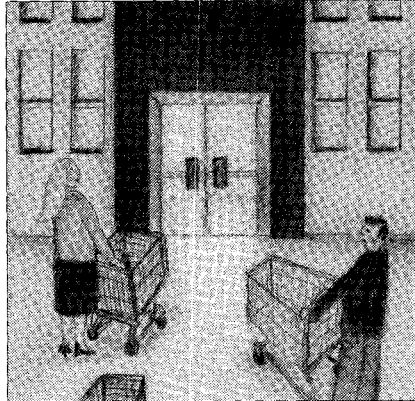
by R. Katherine Otto

I recall many interesting—and yes, even amusing—challenges presented to our association in trying to resolve the security problems of running an employee store. The humorous side of security becomes evident when you realize the ingenuity of people and the lengths to which they will sometimes go to outsmart your most carefully thought-out controls.

Without a doubt, the funniest scam involved a customer who wrote a check for \$96.83 to make a purchase at our store. He presented valid identification and wrote it on the check, including required telephone numbers. He happily left with his purchase. Several days later we received the check back from the bank marked “account closed.” Our Accounting Department tried to track down Mr. X to collect the money by calling the phone numbers he wrote on the check. When they dialed his “office number,” they reached the Bad Check and Fraud Division of the Washington Metropolitan Police Department! Needless to say, we placed Mr. X at the top of our bad check list.

On a more serious side, however, there are many steps you can take to control your losses. Controls need to be used both to prevent losses from within the organization as well as without. It is up to management to determine to what lengths and expense it is willing to invest to prevent “shrinkage”—I love this term used by the trade as a euphemism for theft. This expression was probably invented by CPAs so as not to shock the Board of Directors when reading the annual report!

Every time you add an accounting control to either your stockroom or



store, it naturally costs your organization more money. There is a broad spectrum of possible controls which can be used to reduce your losses. They range from hiring additional personnel to staff your store, instituting additional accounting procedures, to purchasing sophisticated electronic devices primarily used by major department stores. There is no set rule and it is up to you to choose the controls which are best for your particular store and are within your organization's budget. Below are some of the controls we have tried and have found effective.

MERCHANDISE PLACEMENT

It is best to place your lower-priced merchandise close to the doors. This way, the successful “hit and run” shoplifter will not get away with very much. If you have additional lower-priced merchandise, such as greeting cards, paper products and novelties, they can be displayed at the rear of the store or at least not in clear view of the sales help. Smaller, more

expensive items (e.g., electronic goods and jewelry), should always be displayed in locked cases, preferably located near a cashier. Unless you have a sophisticated 24-hour security system, it is wise to place high-ticket items in a safe overnight.

TICKETING MERCHANDISE

We realized several years ago that price tags were either being switched or removed, resulting in loss of revenue. To prevent this practice from continuing, we invested in more expensive price tags. The stick-on type we now use easily separates if removed. We also use another type of ticket, one with a plastic Tagger Tail™, which is affixed to the merchandise with a “gun” and cannot be removed unless cut off. We use this type of ticket on certain clothing items as well as merchandise which might look similar but is of very different quality and value, such as luggage, attache cases, handbags or wallets. For example, often when there is a long line at a cash register, the cashier might not notice if one of these items is plastic or leather; the Tagger Tail™ insures against tag switching.

IDENTIFICATION AND CREDIT CHECKS

There are several ways to ensure against losses for noncash purchases. The first thing our association

requires is for all shoppers to present a currently valid membership card at the time of purchase. If the purchase is paid for by a personal check, the cashier is to note the following information on the check: The number of the identification card issued by the purchaser's employer, home address, and work and home telephone numbers. Each cashier is also required to compare the purchaser's name with those on a bad-check list which is updated monthly by our Accounting Department.

When purchases are made by credit card, the cashier notes the office telephone number on the charge slip. Each cashier has an electronic credit card checking machine which validates the charge automatically in a matter of seconds. We have found that the cost of this electronic system is comparatively modest in view of the time saved by the cashier by not having to telephone the credit card companies for a current credit approval.

DEALING WITH SHOPLIFTERS

The best deterrent to shoplifting is the presence of adequate staff during peak shopping periods. Since our usual high-traffic time is during the lunch period, none of our sales staff may take their lunch breaks between noon and 2 p.m. Also, whenever possible, if a cashier is absent, we always try to have a floater fill in rather than leave a cash register closed.

When a shoplifting incident occurs, one of the most difficult things to determine is what the shoplifter's reaction will be when approached by store staff. It is necessary to wait until the person leaves the store with the stolen merchandise before confronting them. Our sales staff has been trained to call a supervisor for assistance since it may not be safe to talk to the person alone. In no

instance do we want to put our staff at personal risk. I don't think any loss incurred is worth an employee possibly being harmed. Since we have building security available, we have requested their assistance at times. Each shoplifting situation is unique and needs to be handled as such.

RETURNS/REFUNDS/ EXCHANGES OF MERCHANDISE


Our return policy requires all returns be made within 10 working days from the date of purchase and must be accompanied by a receipt. This policy evolved when we realized customers were sometimes returning merchandise purchased at other stores, or when we no longer stocked it, as well as after the item's warranty expired. When we do make refunds, the cashier completes a refund form which is forwarded to the Accounting Department where a check is issued and mailed to the customer. As an additional safeguard, the refund check is not issued until after the customer's check has cleared the bank. In order to avoid a contentious situation with the sales staff, the refund policy is stated on a card placed on each cash register. Once our customers became accustomed to this new system, we had virtually no complaints. Even if a customer pays with cash, the refund is still issued with a check. This method is another form of internal control to safeguard against improper refunds.

STOCKROOM CONTROLS

As merchandise is checked into the stockroom, a receiving document is completed for every shipment. This document is matched with the appropriate purchase order (completed by the buyer) and packing

slip and forwarded to the Accounting Department. Short-shipped, overages or damaged merchandise is noted and brought to the attention of the stockroom supervisor who discusses differences with the buyer. As merchandise is transferred from the stockroom to the store, the items are individually listed in a transfer book and it is the responsibility of the sales staff to acknowledge receipt of the correct number of items transferred.

The measures outlined above have proven to be effective and appropriate for an organization of our size. There are many other ways to achieve the same goal—various electronic devices, strategically placed mirrors, closed-circuit T.V., or hiring uniformed security guards. I feel, however, management has to realistically consider ways in which to control losses and to take whatever steps are reasonable—but at the same time not have your personnel so bogged down in administrative controls that you lose sight of servicing your customers. This is particularly true with an employee store where you have the same customers year after year and where there is a sense of family about the operation. In sum, do what works best for you.

By the way, we never caught up with Mr. X, but we came out even on that one—after all, isn't a good laugh really worth \$96.83 these days! 

R. Katherine Otto is the general manager of the Foreign Affairs Recreation Association located in the Department of State Building in Washington, D.C. FARA is the largest recreation association serving Federal Government employees, with a membership of approximately 20,000.

Heart-Healthy At Work

by Leslie A. Schulz

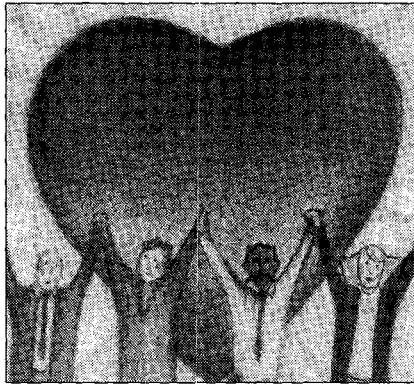
Seeing employees put their "heart into their work" is something all employers dream of; keeping that 'heart' healthy could be an employer's nightmare.

Consider the increasing costs of health care. According to the American Heart Association (AHA), cardiovascular disease remains the leading cause of death among employed people, costing an estimated \$94.5 billion annually. This figure includes the cost of physicians, nurses, hospitals, medication and lost productivity on the job. As a result, the amount employers pay for health care skyrockets, leading them to take a new look at prevention programs as an alternative to treatment-oriented programs.

Health-promotion programs are abundant in today's business world, with choices ranging from in-house programs, designed and managed by full-time staff, consultants, vendors and shared programs, to those offered by voluntary health agencies. Many of these health-promotion programs require resources beyond the capacity of most businesses—financial, facility and staff—and many focus on exercise, which is only part of a comprehensive health-promotion program. In order to address 'heart-healthy' issues, include the following information in your company's health-promotion programs: High blood pressure, smoking cessation, nutrition and weight control, exercises, and signals and actions.

HIGH BLOOD PRESSURE

Hypertension (high blood



pressure) is perceived to be something that happens only to the elderly, when in fact, many people in the workforce age 18-65 have high blood pressure. More than one-half of the workforce age 45 and older has high blood pressure.

Because it doesn't always make a person feel bad, many people do not realize they have high blood pressure. Hypertension is a major cause of strokes, heart attacks and kidney failure. Employees should be educated about high blood pressure and encouraged to have theirs checked. Where and when possible, companies should offer free blood pressure screenings. Most importantly, your company's health-promotion program should encourage employees to follow-up with their physicians.

SMOKING CESSATION

Cigarette smoking is a major cause of heart attack. In fact, roughly 350,000 deaths every year are attributed to heart attacks caused by smoking. American smokers spend nearly 81 million more days off the job and have twice the number of job-

related accidents as nonsmokers. The majority of smokers say they want to quit. However, they find it difficult and need a supportive environment.

A smoking cessation program should emphasize the benefits of being a nonsmoker without alienating or isolating people. Limit unconscious and unrestricted employee smoking in two ways: First, since the majority of smokers who quit do so on their own, offer your employees self-help kits. Secondly, since smokers are aware their habit annoys other people, your wellness program should include a plan to reduce the number of places in a company where an employee can smoke.

NUTRITION/WEIGHT CONTROL

Nutrition is linked closely with heart-health because it can reduce the risk of heart disease by reducing saturated fat, cholesterol and salt intake, and control calories. Good nutrition habits assure a balanced daily intake of nutrients, and can improve overall health and fitness.

Nutrition concerns are evident if you take a good look at company vending machines and cafeteria meals. Often, these foods are high in calories, salt and fat. Due to busy schedules, the convenience of these services often outweighs nutrition.

The purpose of a nutrition program is to encourage companies to provide nutritious foods in vending machines and cafeterias and to educate employees on how to select nutritious foods when eating out or cooking at home.

EXERCISE

Exercise is not a common factor in most job descriptions; only a few jobs require vigorous physical activity. Companies where employees participate in exercise programs report lower health-care costs, lower absenteeism and turnover, and higher morale.

Many people do not have the motivation to engage in regular exercise. A combination of internal motivation and external support are necessary.

An exercise health-promotion program helps employees understand the relationship between exercise and improved health. It encourages the company to actively support employee interests and participation in exercise and team activities.

SURVIVAL SIGNALS/ ACTIONS

Denial is the reason a victim will ignore the symptoms and warnings of a heart attack and wait more than two hours before calling for help. The classic signs of a heart attack include:

- Uncomfortable pressure, squeezing, fullness, tightness, burning, or aching under the breastbone that lasts two minutes or more and is not relieved by nitroglycerine tablets.
- Besides the chest, pain in the neck and jaw, inside arm and shoulder (left side more frequently than right), upper abdomen (often mistaken for indigestion pain), and between the shoulder blades.
- The pain may be continuous or may come and go.
- Often there is shortness of breath,

dizziness, weakness, clamminess, sweating, nausea, vomiting, and/or anxiety.¹


Why take a chance at joining the 1.5 million people who have heart attacks each year? Of this total, about 34 percent die, and nearly two-thirds of them die before reaching the hospital.

Your company's wellness program should instruct employees, family and coworkers how to recognize the symptoms of a heart attack and stroke. It should further teach them the proper action to take should these symptoms occur.

IMPLEMENTATION

Being aware of employee interests is needed to successfully implement heart-healthy programs. This can be accomplished through surveys, an employee task force, and newsletters or bulletins informing employees what programs management would like to see implemented. Other implementation concerns include scheduling activities, evaluation, record keeping and program costs.

The Heart at Work (HAW) program is one possible health-promotion program option. HAW was developed to introduce a low-cost health program suitable for a variety of organizations. The primary goal of HAW is to reduce health-care costs and absenteeism by increasing employee awareness and knowledge of cardiovascular risk factors and to encourage behavior changes leading to risk reduction.

No matter which health-promotion program your company utilizes, make sure it's one which allows employees to keep putting their 'healthy hearts' into their work. 

Leslie A. Schulz is a field director of the Kern County Chapter of the American Heart Association in Bakersfield, California.

FOOTNOTES

¹ "The Classic Signs of a Heart Attack," *Hope Health Letter*, February 89, page 6.



NESRA 49TH ANNUAL CONFERENCE AND EXHIBIT

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Arranging Tours

by Gerhard F. Angersbach

Arranging a tour is a challenging process, requiring strict attention to a vast array of details ranging from which airline your group will use to what food will be served at meals and whether they'll be included in the tour package. Fortunately, a professional tour operator can help you custom-design a tour to fit the needs and interests of your group.

Make sure your tour operator provides you with the following: References from the airlines, bus companies, and hotels s/he most frequently uses; whether s/he carries insurance to cover negligence, errors and omissions, usually up to one million dollars; and whether s/he is an expert on the destination you wish to visit.

Once you've made a decision to organize a tour program, the work really begins. Plan far enough ahead. Making air reservations and hotel bookings one year in advance is not unusual. Resorts which also cater to conventions and business meetings are sometimes booked up for certain time periods three and four years in advance.

TOUR COSTS

Cost is a very important factor for many people, and a lot depends on the time of year since airfares and hotel rates vary with the season. It is inexpensive to fly to Europe in January and to Florida in the summer months. In winter, hotels located in ski resorts in Europe will charge top



dollar, whereas you might get a real bargain in big cities during that same time period. Tour prices for programs usually are based on the following: Airfare, motor coach, hotel accommodations, meals, tour director and driver expenses, sightseeing and entrance fee costs. Tour operators essentially price their packages by combining the above. Price differences can already begin with the airlines, depending on how much buying power the operator has with a carrier. A deluxe motor coach abroad will have a toilet, refrigerator, air conditioning, reclining seats, a PA system, possibly a video monitor and a stereo tape deck. Prices hotels charge their tour operators depend on their classification, the amenities and the meal plan offered. A price difference of \$100 quoted to you by two different operators for a 10-day tour may well be the difference between continental and buffet breakfasts, or three-course set meals versus four-course meals with choice of entree. Another tour price factor can be the amount of business a tour operator gives a hotel.

OPTIONS/SIDE-TRIPS

Optional side-trips are just that—optional. This means if you wish to participate in a side-trip, you will pay extra. An evening at the Hofbraeuhaus in Munich could be an optional tour, for example, but it could also be part of the tour program without any additional charges. Establish whether the operator charts the motor coach for the entire tour and has use of that motor coach without additional optional charges, or whether the tour director and driver will be allowed to sell optional tours to line their pockets. When making a choice of tour operator, count the number of free days or free half-days, and then find out from the operator in advance how much the optional side-trips or excursions cost.

Tour directors and bus drivers become an integral part of a tour. A tour director can make or break a program. S/he should stay with the group at all times and be available to the participants 24 hours a day. Tour directors are multilingual individuals with thorough knowledge of the history, geography, politics, customs and cuisines of the countries visited, as well as the wants and needs of American travelers. Bus drivers must know their routes to assure a smooth program.

DINNERS

Dinners—to include or not to include. An important part of any

foreign tour is the foreign cuisine and some tour participants may enjoy the opportunity to utilize the language and work with the currency. Others may prefer to have most dinners included. When dinners are not included in the total tour package price, the initial cost will be somewhat lower. It must be borne in mind, however, that it will be more expensive for clients to eat out individually a la carte.

GUARANTEES

No one will guarantee the weather. An operator cannot promise you sunshine while in Florida, nor snow while in Switzerland on a ski vacation. But certain guarantees can be made. The total tour price can be guaranteed by the operator, provided a substantial advance deposit is made by the group. Airfares can be guaranteed with advance cash deposits ranging from 10 percent to 25 percent of the actual airfare. Foreign currency does fluctuate, but the land portion could be guaranteed by buying the foreign currency in advance. If the operator does not make fare guarantee arrangements with the carrier, and does not buy large sums of foreign currency far in advance, the right must be reserved to make small price adjustments, if necessary. There is one other variable cost, based on the total number of paying participants. If you were quoted a price by the operator for a group of 45 persons traveling together, and your group size ends up at no more than 25 persons, the operator will need to make a price adjustment, having calculated the fixed costs—motor coach, driver and tour director—based on 45 persons sharing that cost. For example a 49-seater motor coach with driver costs approximately \$500 per day. This fixed cost of \$5,000 for a 10-day tour when divided by 25 participants amounts to \$200 per person. When that same cost is shared by 45

participants, however, only \$110 per person is needed.

PAYMENTS

Payments should be as simple as possible—one deposit plus one final payment. Your deposit generally goes out to airlines to hold airspace and in some cases to hotels for prime time reservations. In return, your operator should be able to guarantee you the airline with which you will be flying, along with a hotel list and addresses where your tour group will be staying.

Cancellation fees are a necessary charge, because a lot of paperwork, time and effort on the part of an office staff member is invested when registering a client or a group for a tour. When the client then cancels, there is additional work involved to reverse the whole process. These expenses have to be covered by fees charged. However, when a client purchases a tour program, he or she also buys an airline ticket, which (unless it's a charter flight) is fully refundable for legitimate reasons. Even without reason the airline ticket is refundable subject to a cancellation fee of between 10 and 25 percent. Read your cancellation clause carefully. There are always some monies which can be recuperated.

CONCLUSION

Traveling by motor coach in a foreign country is a lovely way of seeing its cities, towns and countrysides. While it is interesting to travel to various destinations within a country, great care must be taken that not too much time is spent on the bus. While you may think that the distance from Paris to Geneva is only three inches on the map, you should realize that it takes close to eight hours by bus. Do let your operator print out a detailed hour-by-hour itinerary for

you. This will assure you that you will not necessarily be in Belgium if it's Tuesday, and that your dinner is on your own. While you may be impressed on paper by the enormous number of cities included in some tour programs, do find out if you are just going to drive through the city or whether you'll have some free time there for walking, shopping, or simply relaxing at a sidewalk cafe. Remember, it isn't how many miles you can cover in a given time period, but how many memorable experiences you can collect and enjoy.



Gerhard F. Angersbach is president of Angersbach International Tours Inc. in Manasquan, New Jersey.

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New Associate Member Offerings

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(404) 433-2222
Contact: Dan Rochin

All American Bowling Corporation operates 46 bowling centers in 15 states providing bowling and fitness parties at no charge to NESRA members. Parties include use of all facilities, two hours of bowling and refreshments. Call for information and center locations.

AMERICAN GOLF CORPORATION

1633 26th St.
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(213) 315-4200
Contact: Blake Sonne

American Golf Corporation, a golf course management company, offers NESRA members American Golf Club membership, golf packages, and tournaments. American Golf Club members are entitled to such services as free rounds at over 90 public courses nationwide, computerized handicapping, international golf tours, special U.S. tours and tournaments, and a subscription to the member quarterly publication, *American Golf Magazine*.

BSN CORPORATION

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Compri Hotels consists of 25 hotels across the U.S. with full cooked-to-order breakfast, hosted director's reception, late-night snacks, all included in room rates. Meeting rooms are available to accommodate eight to 60 people. Special weekend and meeting packages are also available. Call for details.

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4 Old Farm Ct.
Glen Head, NY 11545
(516) 759-4956
Contact: Sal Anselmo

Cruise-A-Way Travel & Tour Co., offers discounts to NESRA members for cruises and tour packages. Many rates are group rates which can be used for individuals. Tour Mexico and the Canary Island or cruise to Bermuda, the Caribbean or Alaska.

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The Parkside Organization, Inc., provides a fund-raising source for NESRA and nonprofit organizations by offering significant discounts on long distance residential telephone service used by their members. Members receive a discount of as much as 17 percent on their long distance telephone bills. Participating organizations receive ongoing compensation of 4 percent off long-distance revenue generated. 

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American Fruit Processors Pacoima, CA	Contel of Minnesota, Inc. St. Paul, MN	Interventional Technologies San Diego, CA	Performance Computer Forms Lakeville, MN
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Automotive Service Council, Chapter 5 La Crescenta, CA	Dr. Leventhals San Diego, CA	Minnesota Dept. of Revenue St. Paul, MN	Renal Dialysis Center of Las Vegas, LTD Las Vegas, NV
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Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque: (212)456-6043.

Connecticut Employee Services and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen: (203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie: (617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Karen Moonan: (716) 266-8852.

REGION II

Director—Dick Haggerty (703) 750-4411

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall: (614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/ Cincinnati, Ohio. Contact Vicki Seidel: (513) 662-2300.

Cleveland Employee Services Association/ Cleveland, Ohio. Contact Angelo Jimenez: (216) 248-3600.

Dayton Industrial Athletic Association/ Dayton, Ohio. Contact Raymond M. Rakar: (513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford: (814) 825-2915.

League of Federal Recreation Associations/ Washington, D.C. Contact Arlene N. Williams: (202) 479-0089.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander: (609) 547-8284.

Southern Pennsylvania Employee Recreation Association/York, Pennsylvania. Contact Dan Ross: (717) 225-4781.

Warren and Youngstown Employee Services/Warren, Ohio. Contact Gary Holby: (216) 783-2860.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge: (301) 681-4183.

REGION III

Director—Beverly Weiss (313) 471-8654

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Jesse Guerra: (312) 840-4305.

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Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Bair: (219) 267-9389.

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Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric: (407) 356-3365.

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Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner: (314) 232-2336.

Metro Employees Recreation Chapter/ Houston, Texas. Contact Laura Watts: (713) 888-5423.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Diane Rollins: (817) 232-6495.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Debbie Charo: (512) 498-1652.

REGION VII

Director—Diane Delaney-Talton, CESRA (213) 972-4744

Associated Industrial Recreation Council/ Burbank, California. Contact Carl Nicchitta: (818) 842-6121.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Beth Barton: (714) 354-2171.

Employee Services and Recreation Orange County/Orange County, California. Contact Phyllis Smith: (714) 732-2432.

Golden Gate Chapter of Employee Services/ San Francisco, California. Contact Dale Shafer: (415) 973-5557.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Jeannette Ross: (213) 413-3304.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Pam Tessitore: (602) 248-2307.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick: (602) 794-8248.

Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough: (415) 273-3494.

San Diego Industrial Recreation Council/ San Diego, California. Contact Bill Doremus: (619) 435-0880.

San Gabriel Employee Activities Association/San Gabriel, California. Contact William Ranney: (818) 814-7585.

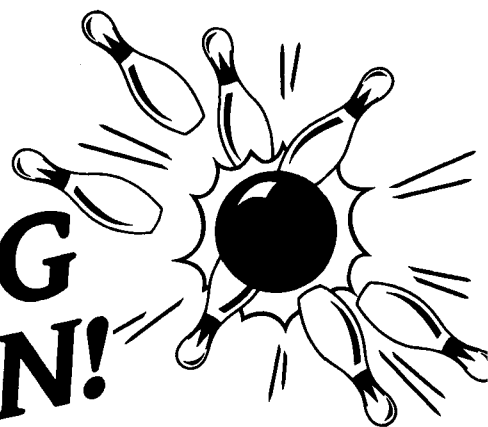
Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeanie Calvin: (206) 455-6342.

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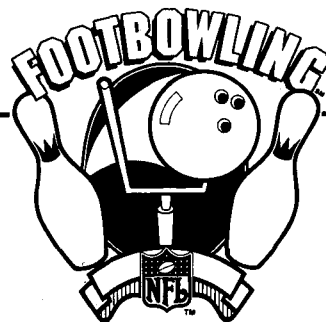
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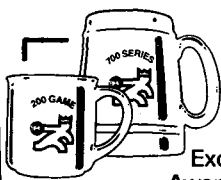
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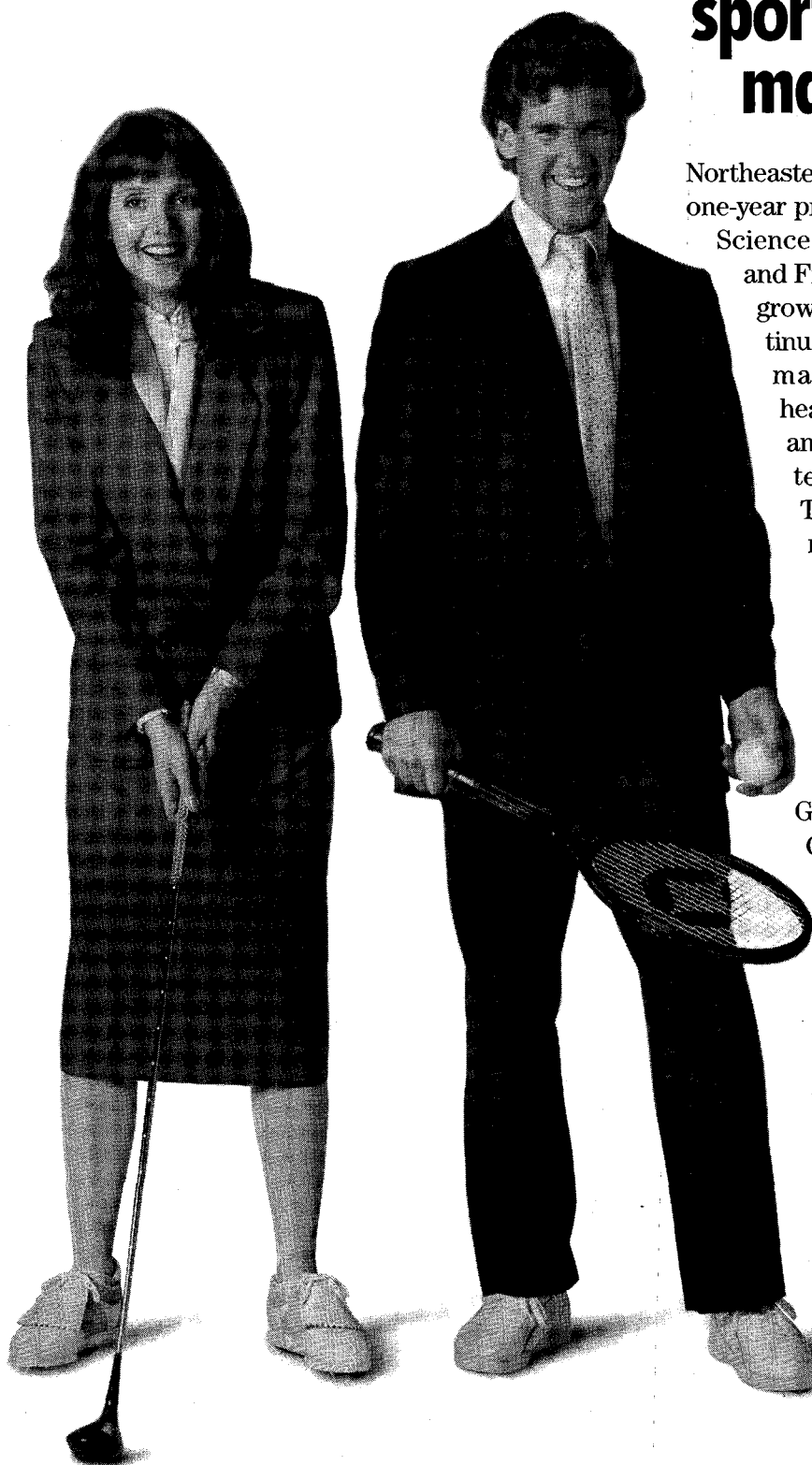
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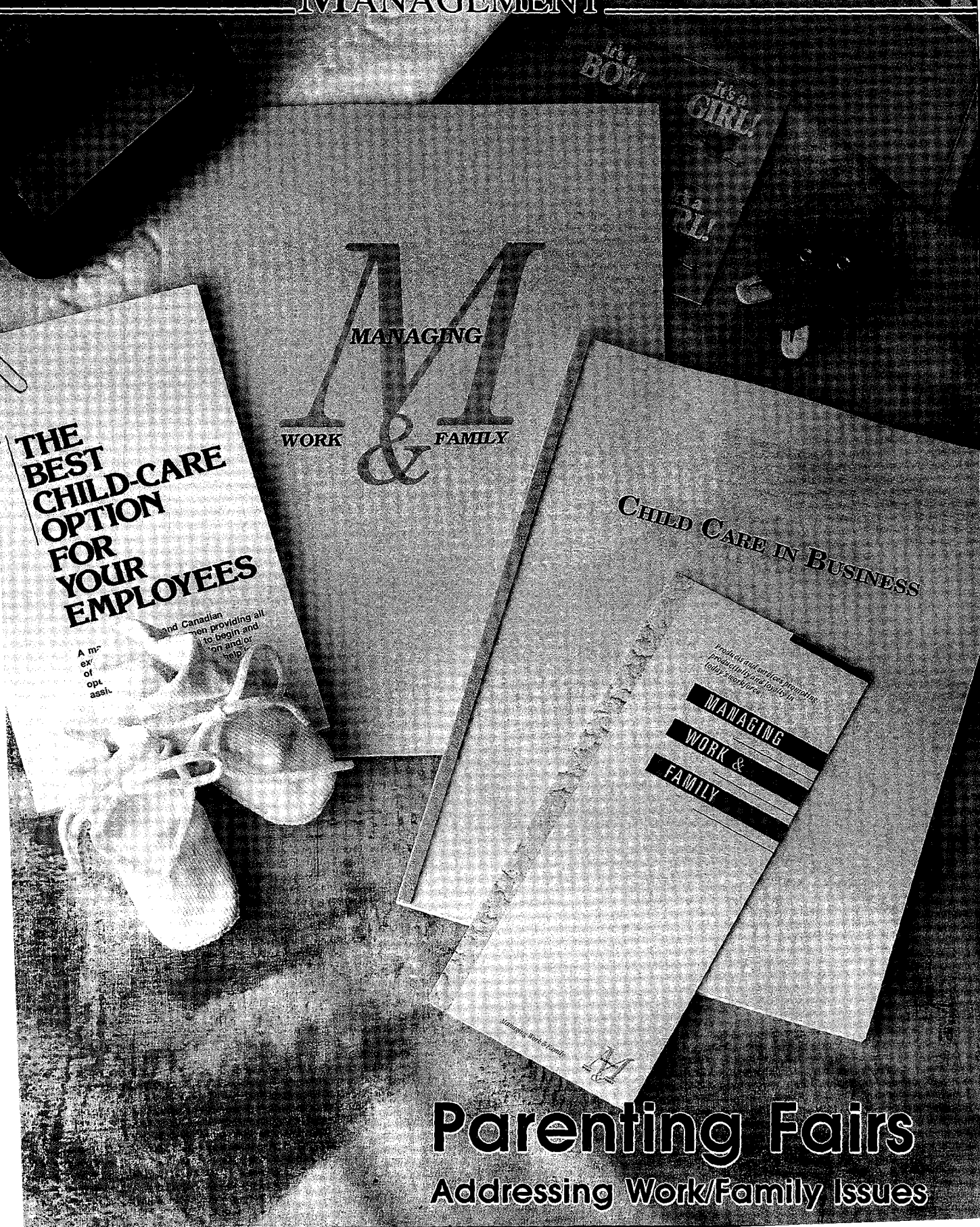


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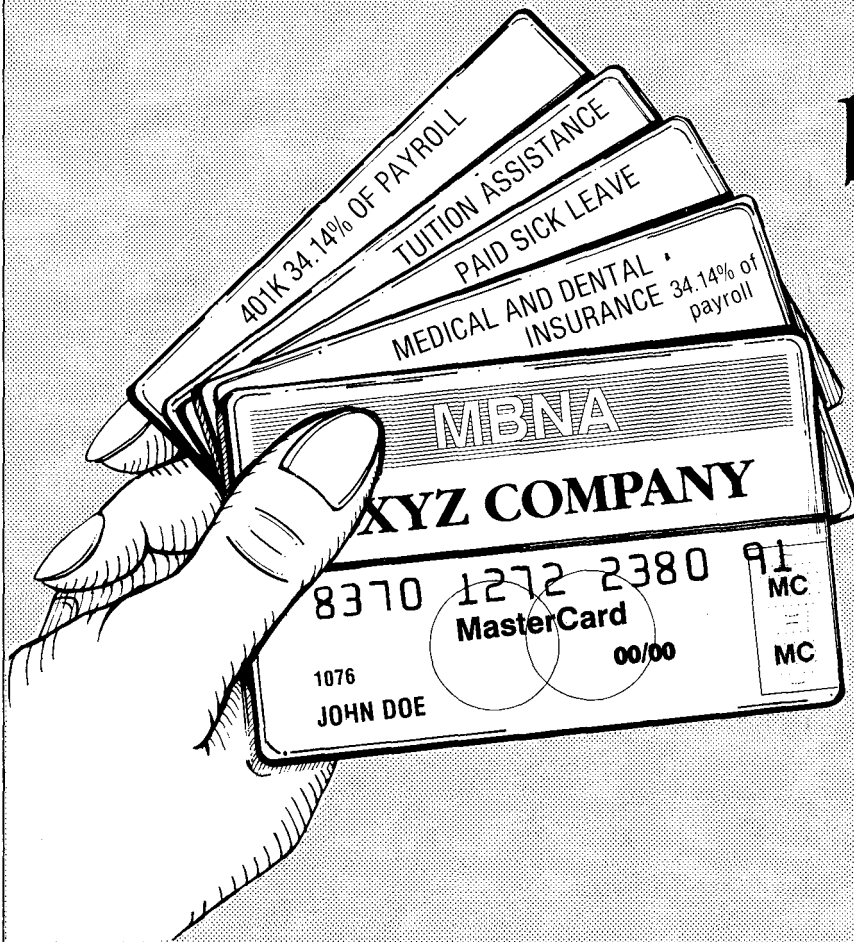
HEALTH AND EDUCATION NOVEMBER, 1989



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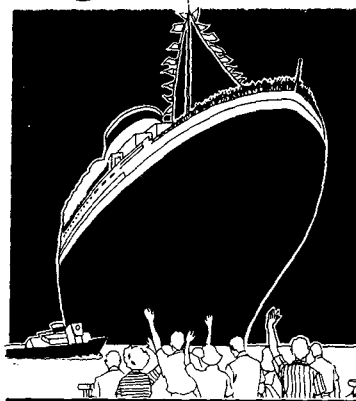
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To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60154, 708/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

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Have you been searching for a way to provide employees with the information they need to help address their work/family questions and concerns? Think of a vendor fair or a health fair—and consider planning a parenting fair, in which members of community organizations reserve a space in a meeting area to pass out information and answer questions. Read this month's cover story, "Parenting Fairs: Addressing Work/Family Issues" to learn how to implement this unique programming idea.

Matching the assets of your company with the needs of your community can be a rewarding experience, both in terms of volunteer satisfaction and increased publicity for your company. To discover the many ways your company can become involved in your community, read "Community Service Projects: Should We Be Involved?"

Make sure to read this month's Viewpoint, which poses the question, "Which Characteristics Typify the Ideal ES&R Manager?"

And don't miss November's Health Promotion Update, which discusses contracting for health promotion services; and an analysis of vendor sales in the Employee Store Column.

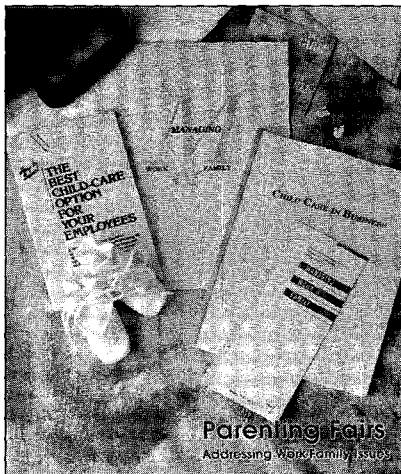
NEXT ISSUE

- WORKFORCE COMPOSITION
- BUILDING FACILITIES WITH VOLUNTEERS
- INTERVIEW WITH NESRA'S 1990 PRESIDENT

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Hot Topics

Human resource professionals discussing benefits are devoting much attention to post-retirement health benefits, reports *Resource*.

The Information Center of the International Foundation of Employee Benefits tracks information requests each quarter and then compiles a list of the most requested topic. The "hottest topics" for the second quarter of 1989 were:

1. Post-retirement health benefits.
2. Medicare Catastrophic Coverage Act of 1988.
3. Employee assistance plans.
4. Pension plan investments.
5. Self-funding of welfare benefits.
6. Childcare benefits.
7. Health care cost containment.
8. Employee stock ownership plans.
9. 401(k) plans.
10. International benefit plan.



Heart monitors are also available. They can be worn as a wristwatch and they display and remember heart rates recorded by a chest-band monitor during a workout.

Sales of weight benches have gone up 3.7 percent since 1984, reports *Executive Fitness*.

Booming Fitness Industry

The sales of fitness-related gear has doubled in the past six years, reports *USA Today*.

Treadmills are the latest trend (since, 1984, the sales of treadmills has increased 33 percent, reports *Executive Fitness*). Top quality home machines allow users to program changes in speed, duration and elevation during one workout.

Stationary bikes are also a big item (with sales increasing 45 percent since 1984, according to *Executive Fitness*). Such bikes offering wind resistance are in demand.

Stairstep machines and climbers are also popular among fitness buffs. The latest machines work the upper as well as the lower body.

The most popular rower is a no-frills wind resistance machine. An upgraded version of this machine is targeted to executives and can be folded up for convenience.

Protect Your Hearing at Work/Play

While many companies take precautions to protect employees' hearing at work, employees should take precautions to protect their hearing during recreational activities as well, reveals a study from Washington University Medical Center in St. Louis.

A researcher there conducted myriad studies on both industrial and recreational noise and discovered recreational hunting and target shooting posed a greater risk to hearing than industrial noise.

Study results concluded "people who worked in a noisy plant but didn't shoot had better hearing than the people who worked in a quiet office and did shoot."

This study involved hearing evaluations and surveys of 413 workers at a major chemical, textile and pharmaceutical company with an effective hearing conservation program. A researcher tested the

hearing levels of two groups of employees: Office workers who were exposed to very little occupational noise and plant workers who were exposed to a lot of it.

Employees who had engaged in hunting or target shooting or who had prior military service were categorized as shooters.

Test results showed that the average difference in hearing sensitivity between shooters and nonshooters was twice the difference between workers who were exposed to noise and those who were not.

Studies of hearing in industrial populations indicate that individuals who work in noise tend to play in noise, and that blue-collar workers engage more in noisy, nonoccupational activities like hunting, using loud power tools and riding motorcycles than do white-collar workers. Employees may also be exposed to noise levels over the federal workplace standards at ballgames and rock concerts.

Exposures that cause temporary changes in hearing can and do cause permanent damage to the tissues of the inner ear. Sensory cells are killed by excessive noise exposure and are replaced by scar tissue.

A full 30 to 50 percent of these cells can be killed before there's a detectable change in hearing sensitivity. Therefore, it is imperative for people to realize that even though they may think their hearing has returned to normal, their sensory cells have sustained permanent damage, and some of them have been killed.

While employees should avoid exposure to excessive noise both on and off the job, there are precautions to take during such exposure. Wear ear protectors while using firearms and handling noisy machinery. Although hunters complain that when they wear earplugs they can't hear their prey, they can now purchase new ear protectors that not only protect the ears from high levels of noise, but also amplify the low level

noises typically made by animals in the woods.

Women Reaching New Heights

Women are not only entering the workplace, but they are also making their way to the top ranks of many businesses, reports *USA Today*.

Women have positions on the board of directors at 46 percent of the Fortune 500 industrial companies and 60 percent of the Fortune 500 service companies.

Hotel Policy

Business travelers may find it more difficult to change travel plans, reports *The Wall Street Journal*.

Some hotels are requiring guests who cannot keep their reservations to cancel by 4 p.m. instead of 6 p.m. If travelers cancel after the deadline, they may be charged full price on their credit cards, even if they never arrive at the hotel.

Hotels say this extra time allows them a better chance to resell the rooms. If a traveler cancels reservations at 5:45 p.m., the hotel loses the fee from a cancellation charge and from another sale. Although some hotels are implementing this policy, many chains are allowing each hotel the option to set its hours.

Air Traveling: A Two-Way Street

While travelers are often quick to point out their rights while traveling,

they are far less apt to take the responsibilities that accompany the privilege of flying, reports, *Travel Holiday*.

Acting responsibly while flying could make the traveling process smoother for yourself, the airline personnel and co-passengers.

For example, when making plane reservations, travelers may find flights are overbooked. They must realize this is caused by some travelers who make reservations for three or four different flights and then forget to cancel all but the taken flight.

Besides cancelling unneeded reservations, travelers can make things easier by performing the following tasks:

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Interpersonal Stress Vs. Work Stress

Feeling frazzled? You're not alone. A University of Michigan study of 166 married couples found that they encountered so-called minor stress—work overloads, arguments with family members or coworkers, financial worries and transportation problems—six out of every 10 days.

Researchers asked respondents, all of whom lived in the metropolitan Detroit area, to keep daily stress diaries for six weeks, in which they listed stressful events and rated the degree of hostility, anxiety or depression each event created.

Researchers discovered respondents reported at least some stress on an average of 62 percent of the days studied.

Men in the sample reported a total of 5,537 daily stressors, or stressful events, over 5,789 diary days, while women reported 6,101 stressors over the same period of time. Work overloads at home and on the job were the most common events—nearly 8,140 of the 11,638 stressors were reported as overloads. Women, however, were more likely to report overloads at home while men reported them at work. Women employed outside the home got a double dose; they felt overloaded in both settings.

The researchers also found that daily stressors generally lasted for two or more days. Differences between the sexes became more evident. When comparing the diary days and the number of episodes, men reported significantly more episodes of financial stress—155 episodes—than the women—119 episodes—but when the women did encounter financial stress, the episodes lasted more days. Women worried about money a total number of 258 days and men did so for 240 days. Women also were much more likely to feel stress from the demands of family, friends

and the community.

Interpersonal conflicts generated the most stress, but those with employers or neighbors were much more threatening than those with family members. The diaries revealed that over 70 percent of the family conflicts were resolved within one day.

Both men and women in the sample said they felt stress from disagreements with their spouses on 9 percent of the days. Conflicts with children were the next most frequent source of interpersonal stress, but men mentioned them only 4.5 percent of the days while women mentioned them 8 percent of the days. Men, however, were more likely to stay angry with their children for more than a day while women rarely were upset with children longer than that.

"Even though interpersonal conflicts occurred much less frequently than work overloads, they had such an intense emotional effect that they accounted for 80 percent of the mood shifts in the diaries," reported one researcher.

Respondents reported two or more stressors on the same day at least 25 percent of the days in the study. However, after a certain number of stressful events, respondents hit



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emotional plateaus, and if the stressors lasted over a period of days, they became habituated to them. The first day of the episode was generally the worst.

However, interpersonal conflicts affected participants differently than work overloads. Participants seemed to suffer emotionally until the conflict was resolved, with no relief from emotional toll.

This study concluded that, as stress is related to physical health, interpersonal conflicts are much more debilitating than work overloads.

Golfers Mean Business

Golf courses are not only a sportsfield, but also a business field as well. The number of golfers has been increasing, with nearly 24 million participants making it a \$20 billion-a-year industry in the U.S.—and businesspeople have a vital role in the sport's growth, reports *Executive Fitness*.

The number of participants increased 25 percent in the past 3 years. Golfers are certainly not all men. In 1987, women made up 41 percent of the new golfers—twice as many as the prior four years. Whether men or women, many golfers are businesspeople.

Corporations already spend millions sponsoring golf tournaments and they contribute to the \$7.8 billion spent each year to travel to golf resorts. Some companies are going a step further now as they pay for golf lessons for their executives.

Two-thirds of senior executives play golf regularly and a recent survey indicates 80 percent say they made business deals on the golf course. Because of this, executives want to be more confident of their golf games.

Company support for this sport can also be explained by the corporate interest in promoting wellness. While extending flexible benefits to employees, some companies may

offer executives a choice between either a health club membership, golf lessons or other fitness/recreation options.

Businesspeople may choose golf lessons because golf courses offer a fresh change from the high-tech office.

Learn how to choose a golf school in the December/January issue of *ESM*.

Recognition Program Example

Do you feel recognized for your hard work? Many companies are making efforts to show its employees appreciation for jobs well done.

Here is an example of one company's program as reported in *Personnel Administrator*:

It established a program to recognize and reinforce the basic values which contributed to the company's success.

The first phase of the program awarded all of its 16,000 eligible full-time employees a \$500 cash bonus and it awarded eligible hourly employees a \$50 bonus.

In the second phase, management gave all employees \$35 "recognition certificates" for them to present to a coworker who helped them perform their job more efficiently.

Thousands of the company's employees received certificates from their colleagues. After tallying these, management announced a third phase.

Management awarded employees (31 total) who received the most certificates from their peers a choice of 101 gifts ranging from a year's worth of pantyhose to a day at work with a senior executive.

The company then brought these winners to San Francisco for a special reception and dinner with executive management. At the dinner, management invited volunteers from among the winners to meet with the company's chairman and president to discuss issues the employees felt were

important. This meeting was videotaped and a copy of the tape was circulated to every department of the company.

Sleep Affects Creative Thinking

While a sleepless night may not affect your performance of routine tasks, it will make problem-solving or creating new ideas more difficult, reports *Good Health Digest*.

A recent study from an English university involved 24 students who abstained from caffeine, alcohol or other drugs for four days and slept their usual seven to eight hours each night. On the fifth day, researchers administered a series of tests which required students to name all the possible uses for a cardboard box, look at photos of people performing tasks and explain what preceded the pictures and what would come next, and imitate complex patterns using pegs and colored beads.

After completing this three-and-a-half-hour exam, 12 of the students pulled an all-nighter while the others received their usual amount of sleep. When the students performed the same test the following afternoon, the well-rested students improved their first-day scores by 20 percent. Those who were sleepless scored worse overall than they did the day before. Their scores were often the result of repeatedly trying unsuccessful approaches to new problems. Getting caught in one frame of mind, the tired students couldn't react quickly. However, when one approach failed, the alert students quickly attempted a new approach.

The results suggest the cerebral cortex (the brain section where higher thinking takes place) requires more rest than do other sections of the brain which control simpler functions. Therefore, while cramming the night before may be helpful for simple facts, it is not recommended for complex concepts.



Parenting Fairs:



Addressing Work/Family Issues

by Elizabeth D. Grumbine, editor

Jackie is a single parent who struggles every day to take her toddler to daycare in time, so she won't be late for work. She often wonders what she would do if her child were to develop the flu and she was scheduled to make a presentation that same day.

Paul and his wife are considering adoption. He doesn't know the proper procedures to follow, nor does he know whom to contact.

Susan is pregnant. She knows the company maternity policies, but because she's planning on returning to work, she'd like to find out as much as she can about daycare and programs for children in the community.

These three fictitious people have questions similar to an overwhelming number of parents and would-be parents in the workforce: They're concerned about their children and want to provide the best possible care, but often they don't know all the resources available to them. Because work and family issues are so crucial in today's workplace, companies are trying to create ways to help employees meet their needs and answer their questions. One way a company can do this is by sponsoring a parenting fair.

A parenting fair is a relatively simple concept: Similar to a vendor fair or a health fair, members of community organizations reserve a space in a meeting area to pass out information, answer questions about parenting concerns and make referrals where applicable.

Chris Bremer, senior human factors engineer at Honeywell's Residential Division in Golden Valley, Minnesota has chaired two such fairs. She assures that, just as the concept is relatively simple, so is the implementation. The Residential Division's parenting fairs were held in the complex's auditorium, which was then filled with rows of tables and chairs. The exhibitors reserved spaces, displayed their information and staffed their area to answer questions. Chris stresses, "We wanted to make our parenting fair upbeat, fun and interesting. Our exhibitors were

more education and recreation-oriented, with a few social service centers represented. We didn't invite any 'hard sell' organizations because we felt that didn't fit with our objectives. Overall, we were very pleased with the results."

The results: Between 700 to 800 employees attended both fairs, with slightly lower attendance the second year.

The idea of a parenting fair originated in the Working Parents Task Force, of which Bremer was chairman. "Because of the prevalence of work and family issues, we felt that a parenting fair would help inform employees of their options," Bremer stated.

Bremer gained the support of the Residential Division, the funding necessary to host the fair at no cost to employees and permission to use Honeywell's auditorium. The division agreed to pay for the tables and chairs, refreshments for the exhibitors, publicity, helium balloons with the parenting fair logo on them and seedling trees which were used as giveaways.

EXHIBITORS

The task force brainstormed and created an extensive list of organizations in the community to invite to the fair. Their list of prospective exhibitors included the following:

- The Police Department
- The Fire Department
- The YMCA & YWCA
- The local zoo
- State and county parks
- Daycare centers
- Sick-children service and night service centers
- Toy and game retailers
- Art organizations
- Parent support groups
- Parenting class organizations
- Bookstores
- Summer camps

While the Working Parent Task Force brainstormed to create their exhibitor list, your own committee

may not know as many resources. If this is the case, it's also possible to network to get referrals from other companies, contact your local Chamber of Commerce or Village Hall, or consult your Yellow Pages to find organizations you feel would be good resources.

The task force contacted each organization by phone to invite them to exhibit. They sent follow-up letters to interested organizations to determine whether they had any need for electrical outlets, additional tables, etc. They then sent confirmation letters a few weeks later to provide them with maps so they could find parking and the correct building entrance, remind them of the hours, and answer any last-minute questions the exhibitors might have. Exhibitors were required to bring their own materials: Audio/Visual equipment, brochures, prizes, etc.—anything the organization wanted to distribute or show to attendees. The task force organized the exhibitors so they wouldn't be showing slide shows side-by-side and so no two companies of the same genre would be together (i.e., toy and game retailers). The first year, over 30 exhibitors participated in the parenting fair. The second year, over 40 attended, with over half returning from the previous year.

OPTIONS

While Honeywell concentrated on exhibitors, another option is to include speakers on the agenda. For example, the Massachusetts Association for Recreation and Employee Services (MARES) arranged for speakers to discuss topics such as "Growing Into Parenthood," "Strategies for Managing Work and Family Life," and "Step Families: The Special Challenges of Building a New Family." The speaker's sessions ran concurrently with the MARES fair. This way, attendees could choose to listen to a speaker or could meander among exhibitor tables gathering information. Whether or not your own

parenting fair will include speakers will depend entirely on your budget, available space and time. Make sure to keep this in mind throughout your planning process.

PROMOTION

Bremer and her task force promoted the fair by sending flyers to employees with an exhibitor list and by placing an announcement in the company paper. During the fair, the helium balloons and seedling tree giveaways helped promote the fair further. Bremer stated, "Other employees would see people walking around with balloons and seedlings, and upon asking why, would be reminded that the parenting fair was

that day. This helped our attendance a great deal."

HOURS/STAFFING

The hours of Honeywell's one-day fair were from 2-6 p.m. on a work day. This allowed all shifts to attend; those leaving—or arriving—work at 3 p.m. could stop by the fair to pick up information and speak with exhibitors, as could those leaving at 5 p.m. Employees from Honeywell's other divisions were invited to attend as well.

Staffing the fair involved the following: Task force volunteers filled helium balloons and passed out the seedling trees; another volunteer stood at the auditorium entrance with

a counter so they could monitor attendance. Security was provided at the building entrances; and a representative from the company newspaper came to take pictures.

The task force elected to serve refreshments to exhibitors in a separate room, but not to attendees. This helped keep the auditorium clean.

EVALUATION

After the fair, the task force distributed evaluation forms to exhibitors and attendees. Because of the excellent impression the fair left on both exhibitors and attendees, the Residential Division hosted another parenting fair the following year.

While the second parenting fair was a success as well, Bremer learned many things:

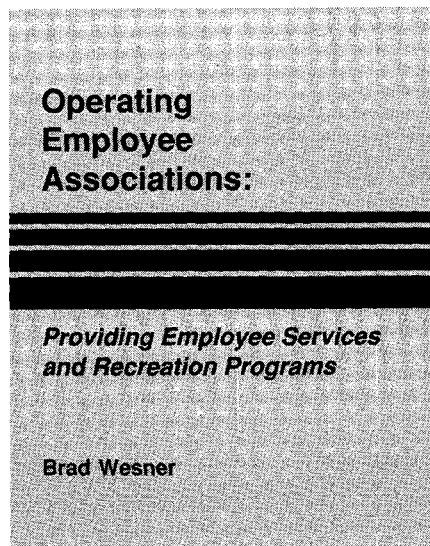
- The value of having a task force to help plan and run the event.
- The need for clear communication between exhibitors and committee members, so exhibitors will know to stay the entire time.
- The need to provide new information so attendees from the first year will have a reason to return. Bremer suggested highlighting the concerns of parents of infants and toddlers one year, adolescents the next, and so on.
- The frequency of a parenting fair is a judgement call. Bremer suggests that once a year is perhaps too frequent if potential exhibitors are too few to justify holding separate fairs for different parenting topics. How often your company hosts a fair will depend entirely on the employees' needs and interests.

Bremer remains excited about the concept of a parenting fair, saying she'd like to organize one again. She feels the fair was an excellent way to provide employees with valuable information at a nominal cost to management. With this in mind, perhaps the Jackies, Pauls and Susans could suggest a parenting fair to their managers.

Here is a rough outline of the steps you can follow to organize a parenting fair:

- Gain approval from management. Decide a budget, where to hold the fair, whether attendees will be charged, and if so, how much.
- Form a committee.
- Decide who to invite: Will the fair be for employees only, or will members of the community be invited?
- Decide when to have the fair: During work hours? In the evening? On a weekend day? Surrounding a company event?
- Create an agenda: Will you use exhibitors only? Will you include speakers? Will the speaker's sessions run concurrently with the fair?
- Brainstorm to create a list of possible exhibitors, or use your community resources.
- Contact prospective exhibitors/speakers, and follow-up with them.
- Create a staffing list so the fair will be monitored at all times.
- Promote the fair—be creative! If your budget won't allow for balloons and tree seedlings, think of other ways to promote before and during the event.
- Decide whether you'll serve refreshments to attendees and exhibitors.
- Decide what evaluation process you'll use: Ask exhibitors and attendees directly? Send out evaluation forms?
- From the evaluations, decide whether you'll host another parenting fair, and if so, how soon.

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Community Service Projects:

Should We Be Involved?

By Marian Kelley



This 'Instrumental Petting Zoo' is part of the Children's Day Art Park of the Austin Symphony, which is financially supported by Tracor, Inc.

One Sunday each spring, the 150-acre complex of Tracor, Inc., a Westmark company, is speckled with thousands of bicycles accompanied by their hungry, tired owners, who have ridden 150 miles to raise funds for the Multiple Sclerosis Society.

This year, approximately 3,800 cyclists crossed the finish line at Tracor, ending a two-day bike tour from Houston to Austin, Texas. Awaiting them was a hot spaghetti dinner prepared by the Tracor Cafeteria staff. Other Tracor employee volunteers participated in the event throughout the complex by directing the onslaught of multi-vehicle traffic including bicyclists and those arriving to pick them up.

Not only did Tracor's participation help to raise funds for this worthwhile cause, but also the company, an international technological products and services company, received unexpected visibility.

"I don't know what Tracor makes, but whatever it is, I'll buy one!" was one comment from a bicyclist, echoing the sentiments of many other participants.

Employee comments included, "I had no idea we helped sponsor an event of this magnitude. More people should volunteer to help and join in the fun."

Media coverage was thorough in both the Austin and Houston markets.

According to Judith Newby, Tracor vice president for Corporate Public Relations, "We agreed to participate several years ago, because the proximity of our complex, large parking areas, well-maintained roads, and covered parking areas (in case of rain) made a perfect setting for the finish line of the bike tour. With very little hardship, we can offer our facilities and food service and security capabilities to an effort which annually raises nearly \$1 million to help in the fight against multiple sclerosis (a disease that attacks the central nervous systems and currently affects more than 250,000 Americans)."

Many companies may not wish to undertake a project of this size with its preparation and cleanup hassles. However, it is a perfect example of matching the assets of a company with the needs of a community organization for a mutually beneficial outcome. Employees who participate walk away with a warm feeling from helping their less fortunate neighbors, and the company enjoys a boost in its reputation as a good place to work.

There are numerous ways for companies to become

involved in their communities, including:

- Financially supporting nonprofit organizations
- Organizing community projects
- Sponsoring existing projects
- Providing volunteers for charitable events or organizations
- Providing managers to serve on the boards of nonprofit organizations
- Donating in-kind goods or services

Financial support is vital to the existence of many community services. Tracor contributes in five major areas:

- Education
- Health and welfare
- Culture and the arts
- Civic
- Business and professional



Tracor's bicycle marathon helps raise funds for the Multiple Sclerosis Society.

Tracor directs the bulk of its corporate contributions to these types of organizations in the communities where the company has operations. Tracor also has an active one-to-one matching gift program, which doubles employee contributions to eligible charitable and educational organizations.

One criterion for eligibility for Tracor funds, services, or people is that the organization meet the guidelines of giving set by the Better Business Bureau, locally and nationally, and by the solicitation boards of various cities.

It is very helpful to check with the Better Business Bureau in your area before making any kind of contribution. The Bureau's guidelines help you to direct your resources to worthy organizations.

"Donating money alone cannot instill that sense within a community that a corporation cares," said Jeanne Klug, chairperson of the National Council on Corporate Volunteerism, to *Managers' Shoptalk Magazine*. "It takes more than that to create a positive public image. A company's public image is key to customer loyalty, as well as employee loyalty. They will stick with a company they feel good about."

Projects involving employee volunteers may range from a blood drive to a holiday party for disabled children. United Way campaigns are excellent ways to involve a large percentage of employees while financially benefiting a good number of local human-service agencies. Some of the most successful events are those that involve company funds and resources along with employee volunteers.

WHY SHOULD MY COMPANY GET INVOLVED?

A national survey, conducted by J.C. Penney Company, Inc., in cooperation with VOLUNTEER-The National Center, showed that 60 percent of employees participate when employers encourage volunteering. Only 39 percent volunteer without employer support. It further revealed many corporations have learned that volunteering not only enhances their image but also improves employee morale (Statistics cited in *Newsweek*, February 8, 1988).

The J.C. Penney/VOLUNTEER survey also indicated 97 percent volunteer because they want to help others and because they enjoy the work.

"I volunteer because I enjoy it tremendously. I feel I have accomplished something—I have helped a fellow human being. If I could make a lifetime living doing volunteer work, I would," said Della Flores, Tracor employee.

Another employee, Monica Gandara, said, "I love to work with people, and I expect to gain great friends in the process."

Camaraderie and cohesiveness among employees is enhanced when they are working toward a common goal and having fun in the process.

YOU CAN MAKE A DIFFERENCE

Keith Shuley, 1988 chairman of the Capital Area Volunteer Center Inc., in Austin, Texas, said, "The impact of volunteers must not be underestimated. Volunteers are the difference between services being rendered or not, but just as importantly, volunteers provide the quality difference of services rendered *with a smile*."

HOW DO I GET INVOLVED?

Many metropolitan areas have volunteer councils which match businesses and their employees with community needs of nonprofit agencies. These councils often publish lists of projects available. To find the nearest corporate volunteer council, telephone VOLUNTEER-The National Center, in Arlington, Virginia, (703) 276-0542.

You also may contact nearby school district offices and your Chamber of Commerce, which sponsor programs for community involvement, such as Adopt-A-School programs.

When choosing a community project, focus on the interests of the company and its employees. Start with a small project and, each year, increase your involvement.

Tracor, for example, targets educational programs for a larger percentage of its financial resources, as well as its employee involvement.

Among community projects at a number of Tracor locations are Adopt-A-School programs, in which the company adopts a nearby school and employees become involved with school events. For example, at one of Tracor's three adopted schools in Austin, approximately 100 employees serve as pen pals to elementary-school age children. They correspond with the children in an effort to enhance both reading and writing skills and a sense of responsibility. At the end of the school year, student and employee pen pals are invited for lunch in the Tracor Cafeteria to meet one another.

Of all the projects in which Tracor participates, the one with perhaps the most significant impact is the Tracor Scholar Awards Program. The Program, initiated in 1986 as the company's Texas Sesquicentennial gift, annually honors one teacher from each of the 27 secondary schools in the Austin Independent School District, as well as one retired teacher from the District, giving each an unrestricted gift of \$1,000 for excellence in teaching language arts, mathematics, science, or social studies. In addition, a student with the highest cumulative grade point average, 90 and above, in each of grades six through 12 from these schools is honored for academic excellence and presented a Tracor Scholar medallion which is fashioned after the Olympic Gold Medal. Student honorees receiving their second, third and fourth scholar awards also receive trophies.

Mellon C. Baird, Tracor president and chief executive officer, said, "We are proud to sponsor the Tracor Scholar program, which was established for both teachers and students. Our aim is to enhance recognition, reward, and dignity for the teaching and learning processes."

In 1989, a record 81 students were honored with 28 teachers for their academic and teaching excellence and presented awards at the fourth annual Tracor Scholar Awards banquet.

One of the best indicators of the success of this



The Tracor Scholar Award recipients celebrate their achievements.

program has been the esteem in which these awards are now held. Tracor Scholar is often at the top of the list of college applications and resumes. One student wrote, "It is nice knowing that large businesses care about the future generation."

The Tracor Scholar Awards was modified from a similar program initiated by the Tandy Corporation, Fort Worth, Texas, for the teachers and students in that city's school district. Another program, duplicated on a smaller scale, is conducted by one of Tracor's subsidiaries in San Ramon, California.

"It is our hope that other companies across the nation will adopt similar programs with their nearby school districts," Newby said.

School community service projects do not have to be large to have a positive impact. They also can include:

- Recycling scrap computer paper for art projects
- Donating technical magazines for budding engineers and scientists
- Purchasing books for libraries
- Judging science fairs and spelling bees
- Preparing and presenting certificates recognizing high grades

TAPPING EMPLOYEE TALENTS

"We particularly are interested in community service projects which tap the expertise of our employees," Newby said.

For example, Tracor employees volunteer regularly to judge science fairs, participate in career days, conduct special training in such areas as computer programming and serve on community boards.

Volunteering in an area in which an employee excels can be especially rewarding for the employee and can promote the special skills or expertise of the company as a whole.

"A company with good internal communications will uncover employees who have hidden talents," Newby said.

Kevin Hunter, senior buyer for Tracor Aerospace operations in East Camden, Arkansas, has become known in the Camden community as the Tracor clown, Spacy Tracy. Fully garbed with red shoulder-length hair, giant yellow chicken feet, a bulbous red nose and a broad red smile, Spacy Tracy visits local schools presenting safety seminars and talks. He also makes regular stops at several nursing homes in the area.

It was Melba Bradshaw, Tracor Aerospace's director of Management and Administrative Services in East Camden, who discovered that Hunter previously was affiliated with the Hella Shrine Temple in Dallas, Texas, where he also was a cofounder of the E-Clowns, often featured in nationally televised parades and Shrine Circuses everywhere. Now, Bradshaw says, "Spacy Tracy has become our ambassador of goodwill...the jewel in our Operation Share community relations projects crown."

One of the more memorable visits was when Bradshaw accompanied Spacy Tracy to Ouchita Memorial Hospital. There was a little girl in the Intensive Care Unit who had been hit by a truck and had not responded to anyone or anything since being admitted. Bradshaw and the clown were asked if Spacy Tracy would try. His enthusiasm and



Spacey Tracey, Tracor's 'ambassador of good will' is a favorite among children.

reassurance finally drew a hand squeeze from the youngster. Bradshaw says the electricity generated among the staff from that moment was exhilarating and one of the more notable contributions of Spacey Tracy.

Numerous letters are in Tracor Aerospace files thanking Spacey Tracy and Tracor for his visits and promotions in Camden. Subsequently, the citizens of Camden nominated Hunter for the Arkansas Humanitarian of the Year Award.

Hunter said, "I'm very proud to be a part of a company that cares about people."

DON'T IGNORE IN-KIND DONATIONS

A recent spring cleaning at Tracor uncovered a number of unneeded desks, outdated lobby furniture, and soon-to-become-obsolete drafting tables which, through the assistance of the Capital Area Volunteer Center, found new homes at nonprofit agencies, including AIDS Services of Austin, Austin Council of the Blind and the Family Crisis Center. Tracor was able to free some of its warehouse space, while agencies previously without adequate office furniture found good uses for the items.

Tracor also donates typesetting, design, and printing services through its full-scale publications department and catering services from the Tracor Cafeteria.

REMEMBER TO SAY "THANK YOU"

Many employees sacrifice their free time to volunteer for a company-sponsored community service project. Whether it be a walk-a-thon on a Saturday or fund-raiser one evening, their efforts should be recognized. Appreciation may be expressed in a number of ways, including:

- Thank-you letter from the chief executive officer
- Certificate
- Article in company newsletter
- Formal recognition at special event
- T-shirt or small gift commemorating the event

Austin In Action, an arm of the Capital Area Volunteer Center, sponsors an annual luncheon for which businesses purchase tables for management and employees to give formal recognition to employees for their outstanding volunteerism. Saying "thank you" will increase the chances that an employee will say "yes" to the next community service activity.



Marian Herbst Kelley, APR, is manager of Tracor Public Relations for Tracor, Inc., A Westmark company, Austin, Texas.

What characteristics typify the ideal ES&R manager?



**Bobbie Menkes, Manager of
Employee Services,
Transamerica Life Companies**

Because of the many diverse and unique challenges encountered on the job, an ES&R manager has to be able to wear many hats. Most ES&R programs provide services completely unrelated to their parent company's primary profit-generating business. Based on this fact, one could truly consider the ES&R profession a business within a business. It is because of this relationship that each manager is challenged to bridge two major gaps within the company: The one between the ES&R department and the rest of the corporation, and the gap between the employees' worklives and their leisure/recreation lives. To be successful, an ES&R manager has to be versatile enough to work in both of these arenas, in two

very different roles.

As a manager attempts to bridge the gap between the ES&R program and the corporate organization, this person must have some strong skills and specific characteristics. These are very similar and as diverse as those needed by the CEO of a subsidiary company. It's necessary to be knowledgeable about budgeting, merchandising, marketing and purchasing, just to name a few. A manager should be the one to set the example and standards for the entire operation. This person should be a leader and a follower, knowing when to delegate or do the work him/herself and a person who will be available and able to supervise, train and support volunteers.

The second challenge is bridging the gap between the employees' worklives and their leisure/recreation lives. This process requires a whole new set of characteristics. In order to have a successful program, an ES&R manager has to create programs and services employees want. S/he must have to be people-oriented, a good listener, creative, flexible and a problem solver. S/he has to listen to what employees want and to organize and promote these programs creatively in order to solicit the most positive response and greatest participation. S/he must be excited and supportive of employee programs and be willing to get involved to help others feel included and welcome.

Two very different roles indeed. I think it's fair to say I cannot think of too many other positions which

require such a diverse spectrum of qualifications. It takes a very unique person to fill such big shoes.



**Joe Kopinski, Recreation
Director and Assistant
Secretary of
the Employees Mutual Benefits
Association,
Wisconsin Electric Power
Company**

There are several characteristics essential to becoming a successful ES&R manager. I believe the most basic are personality and communication. The ability to get along with individuals regardless of their corporate status, disposition, race, color or creed is vital in managing an ES&R program. There are many courses and academic majors at colleges and universities

across the country that teach individuals the proper administration and techniques. Regardless of the scholastic aptitude you show, if you can't get along with people, programs fail. In this people-oriented service field with its daily joys and frustrations, maintaining a bright, cheery disposition and keeping an extra smile in reserve will help encourage others to participate in your programs.

Effective communication skills, both verbal and written, are equally important for the ideal manager. The demands of public speaking, writing a promotional piece or justification letter to top management, producing a flyer, entry blank or result sheets are daily tasks which require basic communication skills.

The ability to network among in-house departments is a beneficial resource in making a program successful. I am very fortunate to have a print shop, communications department, computer department, accounting department and a mailroom that all offer support services when necessary.

Another important characteristic is organizational skills. How many of us routinely have five or six different programs overlapping each other. The number one weapon combatting Murphy's Law is attention to detail.

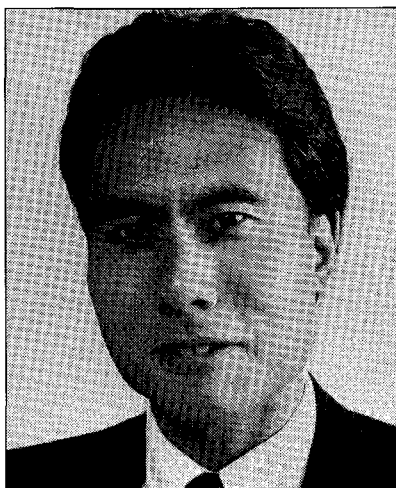
Problem-solving skills are also essential to maintain a successful program. Whether people problems or unexpected problems surface, solving those situations in a timely, effective manner is yet another key to being a successful ES&R manager.

I feel a successful ES&R manager should be flexible and be a good listener, while maintaining a sense of humor and his/her sanity.

I have a sign in my den at home which I read daily that states, "Work like a duck...stay calm on the surface but paddle like heck underneath." This little motivational tool has helped me get through a typical week where I have had to be a psychologist, sports medicine physician, referee, instructor, counselor, salesman,

promoter, advertising executive, computer programmer, accountant, purchasing agent and stockhandler, to name a few.

A successful ES&R manager has to be many things to many people, and as a result, many characteristics are vital. As a former morning drive-time radio announcer, I had the philosophy of "start the day with a smile because you might not feel like it later." As an ES&R manager, I try to maintain the same philosophy; fortunately it has worked. A smile is a universal symbol in any language representing satisfaction or a gratifying feeling of success. While there are many characteristics that typify the ideal ES&R manager, a warm friendly smile will help in all aspects. Remember: Keep smiling!



Darrell Gosh,
Human Resources Manager,
News Department,
Seattle Times

One way to answer this question is to ask ourselves, what it's going to take for an ES&R manager to be an integral, vital and contributing member of a diverse team of employees within the corporations of the '90s and the 21st century.

Let me identify some key characteristics and qualifications: First, the ES&R manager must understand what his/her role is, and

how it relates to others in his/her organization. A role is defined as an assigned function necessary to the success of some total effort. There are four aspects of a job role: Role expectations (what other employees and your supervisor think you are responsible for and how you should do it); role conception (what you think your job is, how and why you do your job); role acceptance (what you like or dislike about your job); and role behavior (what you actually do or fail to do in your job).

The ES&R manager should clearly understand and accept his/her role in the organization or should negotiate with the appropriate people to clarify it. Once the role is defined and accepted, the opportunity for the ES&R manager to be a vital and integral factor in the company's overall success lies in his/her ability to be a superior leader.

Superior leaders demonstrate five key practices:

- They challenge the process, constantly searching for opportunities, experimenting and taking risks.
- They continually inspire a shared vision of the future and enlist others into that vision.
- They enable others to act, fostering collaboration among employees through an atmosphere of trust and human dignity, giving them a sense of ownership and the resources to act.
- They show the way, setting examples and planning small wins.
- They encourage the heart, recognizing individual contributions and celebrating accomplishments.

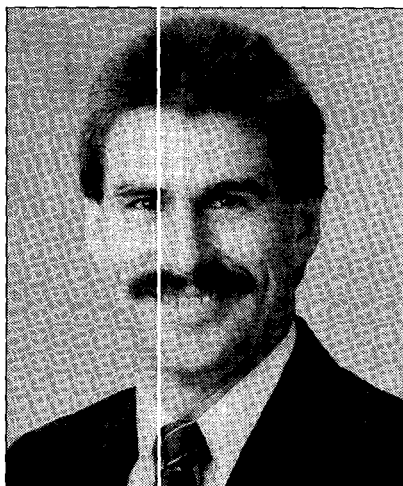
When I think of what characteristics typify the ideal ES&R manager, I must base it on the key practices and commitments associated with the superior leader. The profile I paint would contain those characteristics associated with superior leaders. An ideal ES&R manager would be one who is honest (but tactful), competent, forward-looking (visionary), inspiring and intelligent. In addition to these characteristics s/he would be: Fair-

mindful, broad-minded, straightforward, imaginative, dependable (and consistent), supportive, courageous, good natured (even tempered), flexible/adaptable and caring.

When you focus on the key practices of superior leaders, you can name many more characteristics and traits an ideal ES&R manager should have.

The challenge for us is how to be distinctively ourselves, to act on our unique strengths, and to stretch our limitations so we may be the best we can be. To empower ourselves, we must tap into our own authenticity, wipe away the film that clouds our desires. Our energy will be apparent and our commitment will be inspiring to those around us.

Believe that you are a vital leader. Model the way and help others to be leaders and achievers in the organization. Employee services, recreation and fitness programs can provide an arena for this to happen. The ideal ES&R manager profile will reflect the unique role they can play within their own organization.



Pud Belek,
Senior Human Resources
Representative,
The University of Texas M.D.
Anderson Cancer Center

The ideal ES&R manager is

someone who truly loves working with people. His/her dedication to the needs of others and the organization requires committing extra time and energy to the success of the ES&R program. S/he must be willing to meet the service and recreation needs of a diverse population, not only of employees but their family members as well.

Let's look at what a typical ES&R manager might face on any given day. S/he may develop programs for:

- Employee recreation
- Employee recognition
- Discount entertainment for workers and families
- Special events celebration
- Speakers or entertainment for brown bag luncheons

To successfully implement these programs, s/he has to coordinate with other departments for food service, equipment and facilities. Familiarity with all facets of institutional services such as these is imperative.

Whether s/he is selling discount tickets to movies or planning the CEO's speech to retirees, the ES&R manager is constantly dealing with people. Clear and concise communication skills are a must, along with the ability to deal with a variety of personalities in a friendly and diplomatic manner.

We all know the importance of establishing the goals and objectives of the company's service and recreation program. While planning events, a good manager will frequently refer to these general departmental goals to ensure ES&R programs meet these guidelines.

Many times, a good program almost sells itself. Publicity and promotion techniques are merely tools to assist this process. It is helpful for a manager to be quite familiar with a variety of ways to communicate with employees via:

- Posters
- Flyers
- Newsletters
- Video programs
- Electronic mail (via computers)
- Telephone recordings

- Memos, departmental meetings and word of mouth

It also helps to know the technical requirements and costs of these mediums to avoid reinventing the wheel each time an event is promoted.

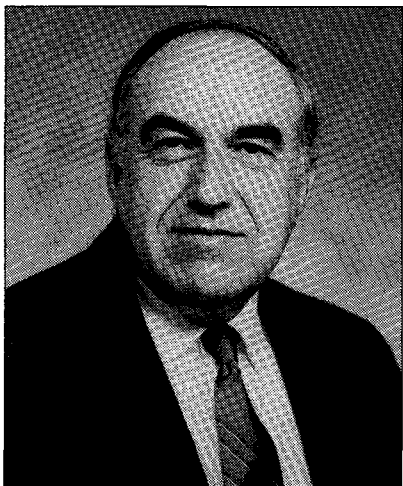
Responsibility To Employees

How can an ES&R manager be more responsible to employees? S/he must listen for feedback from participants and be open-minded and receptive to praise as well as criticism. In the employee volleyball leagues at M.D. Anderson Cancer Center, for example, some teams were composed of power players and some made up by less skilled players.

Feedback from coaches and players persuaded us to create two leagues best matching those different skill levels. It produced a win-win situation; not only was the competition more balanced, but the players felt they had major input in designing their activity. The result—even greater interest in employee teams.

Occasionally, we seek feedback from participants by sponsoring a "winners" luncheon. While the winners are enjoying a meal in their honor, we seek further information on what they like or dislike about our employee services and recreation programs. Not surprisingly, employees have many good ideas on programs other than the ones in which they participate.

Again, people skills are essential to the success of such events. The ES&R manager's commitment is evident in each interaction. A sincere interest in an employee's suggestion may cause such an employee to become a resource for many recognition or recreation programs. That process of building goodwill among employees adds to the quality of their worklives. This contributes to the retention of good workers, increasing their interest and productivity in the organization.



**Ed Bruno, Manager of
Recreation Services,
3M Company**

Leader, risk-taker, generalist, analyst, doer—these are among the characteristics necessary, for an ES&R manager to perform his/her duties. Add to those the qualities of creativity, patience and compassion and you've pretty much got the picture.

However you define the personality type, the bottom line is that the ES&R manager is in the business of delivering people-oriented services.

In my 22 years in the recreation and services area, I have found that the best way to achieve a successful program is through "issue-oriented" planning.

Program/activity development requires creativity, analytical thinking and—very important—financial expertise. Planning must be based on the premise that the goal is to meet the needs of a changing workforce. Some examples:

- With the state of the family in flux and with many families now including two wage earners instead of the traditional one; with the rise of the single-parent household; with a larger, aging workforce, and with companies paying more and more attention to the bottom line in all areas of operation, the ES&R

manager must be creative enough to devise new programs to meet employees' needs and at the same time remain on target with company goals and objectives.

- In the area of budgeting, discount sales and product sales, the ES&R manager must use the same creativity and effective planning techniques to meet employees' needs and remain within company financial guidelines. The trend toward employee stores is one good example of how ES&R managers can generate additional revenue. Additional revenue can be achieved through ticket discounts and product sales. Again, the goal is high-quality programs within budgetary limitations.

- Childcare is emerging as a major employee need; the ES&R manager must help employees meet that need. In planning a childcare program, the

qualities of compassion and understanding are critical to creating a successful program.

- Health and wellness are increasingly important in a time when many corporations are downsizing, resulting in additional pressures upon new employees. The ES&R manager must have a thorough understanding of the many needs—emotional as well as physical—of employees, and how to deliver a program that meets these needs at a reasonable cost.

In summary, I cannot emphasize enough the importance of the ES&R manager being a "people" person. I realize not all of us—perhaps not even many of us—are born "people persons." But I believe if a person is aware of the importance of this quality in performing his/her job, a way will be found to develop this vital quality.



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- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services

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Vendor Sales for Profit and Morale

by Lynn Heffernan

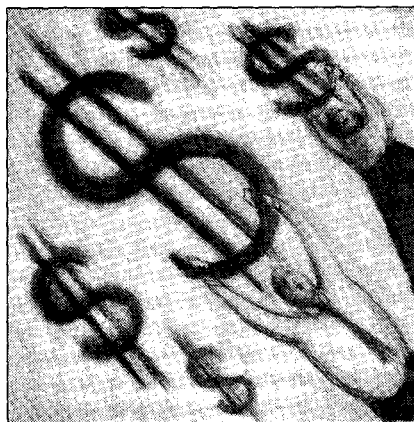
There's some truth to the phrase "born to shop." Firms with company stores know they can increase profits for the company while giving a boost to employee enthusiasm and morale.

If your company does not have a store, and possibly no space for one, there is an alternative worth considering. It is vendor-employee direct sales. They can have the same positive results for you, employees and the organization as a true employee store can.

What are we talking about? There are two possibilities. In one, you develop a cadre of merchants who bring their items or services to your workplace to sell to employees. In the other, your employees order from a merchandise catalog.

There are a number of reasons for considering one, or both, of these operations seriously. They can increase company profits and provide income to support other employee services. Vendor sales can build capital to support future expansion; perhaps a full-fledged store could be in your future. They can give employees convenient, on-site access to products and services, contributing to high morale and all it brings. You make quality merchandise available, and you save employees money in the process.

Sounds good, but how do we go about it? Management's approval is a must, but it may not be the first step if you consider on-site sales. The big question is: Do you have space to handle an on-site vendor? Take the time for a little personal



reconnaissance of the workplace. To insure success, the location has to be a high-traffic area where most employees go, or can get to easily, during lunch or breaks. Adjacent to a cafeteria is ideal. Other possibilities include just about any high-traffic location that can accommodate several six or eight-foot tables or display cases.

When you have found the space, seek management's approval to pursue your first in-house vendor sale.

THE HARD PART

What should I sell and who will provide it? These are vital questions for on-site selling success.

Identifying a product most of your company's employees would purchase if given the chance is key. I believe some are universal; quality jewelry, sample clothing sales and women's designer handbags are among them. Other desirable products

may be regional or local in nature.

At some businesses in Hartford, Connecticut, nuts are big sellers. However, what may be successful for others may not suit your employees' demands. The best advice may be to talk with other companies in your city or area that have on-site vendor sales and see what has worked for them. Another avenue is to talk to someone who was "born to shop" in case you were not.

The advice is essentially the same when it comes to selecting a vendor. Talk with people in your area to discover which vendors are reputable. Contact established employee stores and find out their experience. Use your own knowledge as a shopper on the consumer side.

When you have matched a product or product line with a potential vendor, do not stop your investigation yet. Get references from the business. Try for a bank or another financial institution—not so much to find out how much money the firm has, but to find out how long the firm has dealt with the bank and if there have been problems. Find out who the potential vendor's suppliers are. How long have they worked with them? Does the merchant pay his/her bills on time?

Check with customers, particularly other corporate customers. Have they been happy with the product and service? Do they have repeat business with the vendor? A word of caution if you find yourself having to check with individual customers: Occasionally they can be prompted

about what to say.

Deal with potential vendors from a position of strength. Let them know that you offer a high-density, captive market for whatever product you allow into your company.

Incidentally, for on-site vendor sales, I recommend a minimum employee strength of about 500. That is what it takes to support an on-site store in most cases, and you have to remember that you will not have 100 percent market penetration.

PRICING, COSTS AND PUBLICITY

Pricing of the products you will offer can make or break the vendor sale. On-site convenience is very nice, but quality at a good price is what will keep bringing customers to your sales.

How do you measure price and quality? The first is relatively easy—comparison shop. The second can be more complex. With jewelry, you can take samples to an appraiser you trust. With other goods, you may have to rely on the judgement and experience of yourself and other shoppers, combined with a firm's reputation.

Your goal is to settle on pricing that will draw customers and ensure a profit to you and your company. At USAA, I aim for 15 percent profit to my employer. So, the price I seek is one that permits that markup while keeping overall cost to the customer at or below competing retail prices.

All of this is contained in a contract with the vendor, another significant "must" before you do business. Have your legal department draw up a contract for you, one that outlines the corporate-vendor relationship: What will be sold, who is responsible for what, how many "show dates" are included and the vendor's agreement to stand behind the products sold and any warranties.

One of the contract's benefits is that it helps you control cost, which is very important to your bottom line.

For one thing, in addition to your 15 percent profit, you may want to build in a specific dollar amount. Let's say "15 percent or \$300." The dollar-minimum guarantees you are dealing with a serious, professional vendor who expects to make enough money over a three or four-day showing to cover that expense. A minimum also helps eliminate the low-sellers who can prevent you from building your capital as quickly as you can.

Cost control is also important to your capital building. In working with vendors, make certain they will provide the merchandise and sales force and the supplies needed to complete a sale: Triplicate sales books, bags and/or boxes for the merchandise, staplers, calculators, mirrors, etc. You provide the space and display tables. Whenever possible, have the vendor absorb as many costs as you can.

Publicity is also an area where that axiom applies. Internal publicity is a requirement for a successful sale. If your company has an employee communication department, a newsletter, or internal video, use them to the fullest. Posters are also a valuable medium to advertise an upcoming sale.

You do not have to bear the cost. Keep in mind that professionally-done posters can cost from \$200-300. Build that into your agreement with the vendor. If you begin hearing cries of tight margins and too much expense, suggest the posters be created so they are reusable. Areas for dates and location can be constructed so new identification can be slid into place. This one-time expense can then be used repeatedly.

Remember though, you approve all vendor-supplied advertising materials before they are used.

IT'S SHOW TIME

It seems like all you have heard from employees for the past week is how much they look forward to the

sale. Now it is time. You check the location you have chosen and it is ready; tables and chairs are in position. You meet the vendor and coordinate the set-up.

The jeweler you contracted with for your first show has brought some watches that are not covered by your contract. "We just wanted to get rid of them at a good price," he says. Do not permit any changes from your contract.

Check the other merchandise to be certain it is the same quality you agreed upon. Check the triplicate sales books, triplicate because there is a copy for you, the vendor and the customer. Make sure the sales tickets are consecutively numbered.

Frankly, your company also needs a physical presence during the sale because its professionalism is your responsibility. The presence could be a cashier who processes sales tickets, takes payments and generally observes the operation. If you are short-staffed, the representative could be a clerk borrowed from another company functional area. With minimal training beforehand, such a person should be able to handle the job.

All goes well. At sale's end you take your 15 percent and half of the vendor's 85 percent. Why keep half of the vendor's money? Remember the earlier comments about cost control. You use the vendor's money to make refunds to any employees who return merchandise. After 30 days, you give any returned merchandise to the vendor along with the balance of his 85 percent. Write this provision into your contracts.

CATALOG SALES

I mention these almost in passing because, while they can certainly be profitable, I do not recommend them for your first experience with vendor-selling. You can make money, but there can also be much more work and frustration than with on-site sales

What you get with catalog sales is a buying service, rather than a shopping service. You must have some product knowledge to describe catalog items, which you do not need with on-site sales.

Essentially, you locate a wholesale distributor for items that sell well: Televisions, VCRs, microwave ovens. You explain you have a captive market in a concentrated area and ask the wholesaler to agree to drop-ship the items to you one at a time, and give you the specifications for the items in advance. The latter is your catalog.

Then you advertise internally, and employees come to look at your catalog. You order the item they want or you can suggest they check a retail store for the item they desire and bring you the model number, after which you give them a price quote. Either way, mark-up for your profit.


With catalog sales, there are at least

three potential hassles for all concerned. The first is item-delivery. The second is that you must have a relatively strong "no return" policy. With a wholesaler giving you merchandise at cost, that business cannot afford many returns and the processing costs that go with them. Finally, on truly defective "lemons," you must work out some kind of limited-return arrangements.

TRY IT, YOU'LL LIKE IT

Hopefully, this description of a first journey into the world of employee sales without an on-site store will encourage you to try vendors or catalogs.

An initial reaction may be that there is too much work involved.

When that first check is delivered, you will find the effort was not overwhelming, and the benefits to your employees and company can be significant as your program grows and prospers. 

Lynn Heffernan is company store manager, as she has been for the past 10 years, of USAA, San Antonio, Texas.

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Contracting For Fitness

by Donna A. Israel, Ph.D., R.D., L.P.C.

Companies beginning, expanding, or reinforcing their health promotion (HP) services should consider contract services as a cost-effective way to complement their current staff instead of adding permanent personnel or increasing the existing staff's workload. Contract services can provide special HP services more successfully and cost effectively than permanent staff personnel particularly when the services requested by employees and management are intermittent. There are basically three types of contracting: Onsite HP directly subcontracted by permanent staff to one contractor who provides all local or national personnel; onsite HP directly subcontracted by permanent staff to a variety of contractors in the community or across the country; offsite HP directly subcontracted by permanent staff to community locations.

RATIONALE BEHIND VENDOR CHOICES

As management becomes more aware that poor employee health behaviors are associated with increased health-care costs, they increasingly look to employee services management personnel to come up with programs which will reduce those costs. The following are reasons that the worksite is an ideal location:

- Ease of access to the employee group.
- Reduction of time and travel



barriers to employee's participation.

- Cohesiveness of the workplace community, including the potentially beneficial effects of peer support and peer pressure.
- Existence of well-established communication channels.
- Availability of relevant existing physical facilities, such as an employee health department.
- Efficiency of administration, processing, and feedback.
- Stability of the target population, facilitating follow-up.

The worksite usually is, and should be, the stage for HP activity because of the effectiveness and economic efficiency of the worksite-based programs. Contract professionals quite often offer the most economical and practical answer for service provision. Unless the permanent staff labor costs and overhead rates for HP testing and education are low, the cost of the HP tests and educational services using in-house personnel and equipment will far exceed the cost of contracting these HP services. The expertise and

confidentiality needed to provide the wide variety of HP testing and educational services inherent in an effective HP program are usually impossible to provide economically with in-house staff.

Offsite HP is sometimes advisable when worksite facilities are not available or when the employees are widely dispersed.

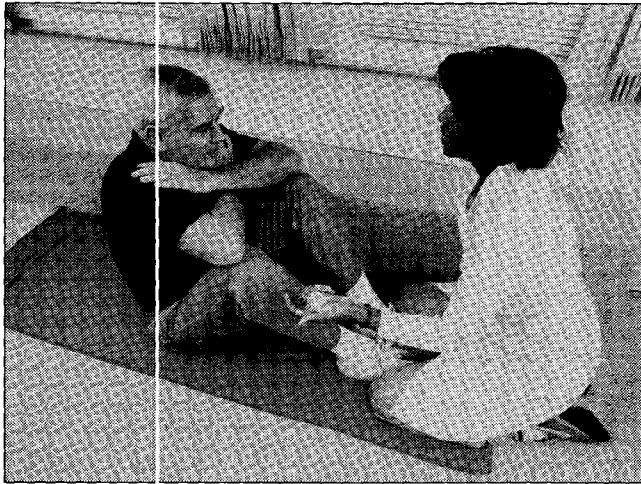
SYSTEMATIC APPROACHES

HP vendors generally provide one or more of the following services:

Health Risk Appraisals: Various formats assess the individual employee's lifestyle and family history. The assessment typically includes a questionnaire, objective measurements, computer-generated feedback and consultation. This assessment serves as a baseline—much like a “before” picture, which is later compared to an “after” picture to gauge the individual's progress.

Behavior change programs: Classes, activities and special events are designed to bring about lifestyle changes. These results-oriented programs range from multi-session formats (exercise, nutrition, stress management, weight loss, smoking cessation, back care, etc.) to one-session programs (supermarket tours, family/work time management, etc.).

Culture change programs: Support your HP program by changing the employee's environment. Modifications can



Corporate fitness contractors can perform objective assessments for health risk appraisals at the worksite...

...and they can then interpret the data for participants.

include changing cafeteria menus and vending machine contents, starting on-site walking programs and providing HP management through manager training seminars.

Cost-effectiveness reporting: The day-to-day management or periodic monitoring of your HP program helps determine its influence on total health-care costs. These services can range from forming HP program wellness committees and providing structure for short and long-term goal planning, to reviewing instructor and participant performance and analyzing health-care cost changes.

Motivation and information systems: An in-house "ad campaign" can consist of everything from posters and table tents announcing upcoming programs to special events such as health fairs or cholesterol screening programs and/or incentives such as cost reimbursement for successful completion to newsletters and more.

TYPICAL CORPORATE HP PROGRAMS

The U.S. Department of Health and Human Services reported in 1987 that over 65 percent of worksites with 10 or more employees had some form

of worksite HP activity. Smoking control activities were the most prevalent, followed by health-risk assessments, back care, stress management, exercise/fitness, off-the-job accident prevention, nutrition education, high blood pressure control and weight control.

GUIDELINES

The HP services contracting business is competitive. The success of your HP program will depend on how you select quality vendors. The following represents an outline of questions which can be submitted to available vendors for their response and your evaluation.

A. Vendor background and policies

1. Describe your credentials (education, experience, licensing, insurance).
2. How long have you provided HP services to businesses?
3. Please describe examples of successful worksite projects you have conducted.
4. Please provide us with three references from organizations for which you have provided fitness education/HP programs.

5. Please describe your philosophy regarding employee HP.
6. What are the charges for your services?
7. Have you worked with management groups? Employee associations? Unions?
8. What program start-up consulting services do you provide?
9. What objective testing/screenings can you provide at the worksite?
10. Do you require a minimum or maximum number of participants at your sessions? If so, what are the numbers?
11. What makes your organization the most qualified to provide this service?
12. Is it possible to change or amend a contract with your organization?
13. What is your policy regarding the confidentiality of individuals participating in your program?
14. Describe any additional special services you provide.

B. Program process

1. Please describe the planning process you use to design programs for companies like ours. How flexible can your program be in meeting the specific needs of our company, such as budget, varied employee work schedules, employees working in different locations (within the city, within the state, nationally,

internationally), multiple work shifts, disparate interests, etc.?

2. What steps do you take to ensure employee satisfaction?
3. Describe the instruction/promotion/assessment materials used as part of your services (pamphlets, manuals, visuals, posters, etc.). Do you develop your own materials or use material developed by others? Are materials distributed to participants for their own use?
4. What resources and support do you need from management to successfully conduct your program?
5. Can you train in-house staff to lead these programs?
6. What quality control do you use for the instructors?
7. What methods do you use to encourage initial participation and participation throughout the program?
8. What follow-up services do you provide?

C. Program results

1. What impact will your program have on participating employees? Nonparticipating employees? The company as a whole?
2. How will we know if your program is successful?
3. How do you solicit employee feedback to your program?
4. What do you do with the employee input you receive?
5. Can you determine the return on our investment in HP programs?

CURRENT INNOVATIONS IN HP

Since the report in 1987 by the Public Health Services of National Worksite HP Activities, innovations in the HP field have multiplied as more vendors work with corporations to address individual needs and provide viable short and long-term HP programs. A few of the more notable innovations include:

- Use of HP contractors outside the

company for a variety of reasons: Contractors are more economical, since no full-time workers are required; more proficient in providing HP services; more sophisticated, particularly in access to technical equipment for screenings and specialized, qualified personnel for classes and more credible in assuring confidentiality.

- Use of contractors who can provide consistent programming nationally, regionally, or locally. This increases the ability to compare data throughout the company. Using a contractor who can provide many services to geographically-dispersed locations decreases the 'red tape' required when contracting and supervising numerous vendors.

- Provision of convenient HP screenings by offering the screenings at the worksite: The goal of all HP screening programs is to encourage employee participation in other HP activities by identifying an individual's risk factors or to reinforce employees for their healthy habits. Encouraging continued participation in HP activities helps employees maintain their healthy status.

- Provision of these screenings in a highly visible area (such as break rooms, near cafeterias, near health centers) or in a mobile health unit at an easily accessible entrance to the company.

- Choice of HP program parts versus total programs to better address employee's needs and interests and the company's budget.

- Partial or total payment of services by employee, increasing employee follow-through based on "ownership." This enables more program offerings than could otherwise be provided on the current company budget.

- Provision of self-care programs where interactive, programmed materials are offered to employees based on identifiable risk factors or interests plus access to an appropriate contracted licensed health professional who can answer questions and make referrals.

WHAT'S IN IT FOR YOU?

The ability to provide proactive versus reactive HP services increases their economic appeal because their impact on corporate costs is far lower than their potential to contain health-care costs. A large number of other business costs such as life insurance, disability insurance, workers' compensation, decreased productivity, turnover, and absenteeism are affected adversely by preventable illness. Contracting with vendors who supply licensed health professionals makes the possibility of containing these costs a reality because they have up-to-date knowledge, insurance-reimbursable skills and provide low cost alternatives for testing, screening and education that appeals to employees.



Donna Israel, Ph.D., R.D., L.P.C., is president of The Fitness Formula Inc., Richardson, Texas, a national HP contractor providing services since 1983.

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- U.S. Department of Health and Human Services, National Survey of Worksite HP Activities, 1987.
- Vickery, DM, et. al: Life-style and Organizational Health Costs, *J Occup. Med.*, 1986; 28: 1165.

NEW PRODUCTS/SERVICES

Bicycle Vacations

Bicycle Cruises, an established touring company, offers bicycle tour vacation getaways year-round. Choose from tours to California, Indiana, Michigan, Vermont, and Philadelphia.

Cruises include services from guides, innkeepers and chefs; accommodations in inns, villas and resorts; three meals a day; refreshments at rest stops; support van services; scenic routes; customized maps and directions; complimentary helmet usage; and all taxes and gratuities.

Cruises also include special activities unique to each setting, such as 'Who-Dun-It' murder mysteries, boat cruises, aerial gondola rides and horse-drawn carriage excursions.

For more information and a free brochure, contact Bicycle Cruises, Box 7420, Santa Cruz, CA 95061, (800) 222-0072, (800) 222-2032.

Dependent Care Data Bank Available

Developmental Child Care, Inc. offers a computerized data bank, listing over 2,000 resource and information agencies for childcare and eldercare services in communities throughout the U.S.

Besides the data bank, this company also produces videotapes on finding and evaluating quality dependent care services, printed caregiver education materials and a toll-free telephone counseling service.

Developmental Child Care, Inc. is a national dependent care employee assistance company which works with employers to provide information, education, and counseling services for employees with childcare and eldercare responsibilities and concerns.

For more information, contact

Developmental Child Care, Inc., P.O. Box 2783, Westport, CT 06880, (203) 332-0102.

Retiree Newsletter Available

The Hope Heart Institute in Seattle, Washington publishes *Looking Forward*, a retiree newsletter. This colorful newsletter presents a balance of "heavy" articles, such as those on stroke-prevention and medication abuse, with lighter articles on travel, exercise and food preparation.

The newsletter is based on the premise that, regardless of age, people can prevent accidents and disease and they can have an impact on insuring appropriate, quality health care.

For more information, contact the International Health Awareness Center, 350 E. Michigan Ave., Suite 301, Kalamazoo, MI 49007-3857, (616) 343-0770.

A Video for Rowers



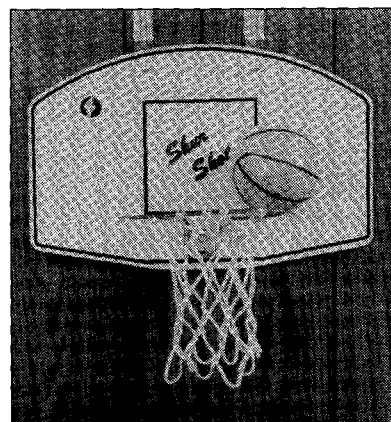
Country Technology, Inc. presents model 33440, The Rowing Machine Companion Video, for use with any brand of rowing machine.

The video allows the user to feel as though s/he is gliding along Boston's Charles River. The VHS tape includes

a demonstration of effective rowing machine use, warm-up and stretching exercises, and four increasingly difficult 15-20 minute rowing workouts. Stereo sound and camera technique add to the realism.

For more information, contact Country Technology, Inc., P.O. Box 87, Gays Mills, WI 54631, (608) 735-4718.

Portable Basketball Sets Available



Looking for a new fund-raiser or a new logo item? Consider selling Shur-Shot Portable Basketball Sets.

Shur-Shot fits over any door, turning playrooms, dens, dorm rooms or offices into an instant basketball court. The sturdy, pressed fiber, white backboard provides years of entertainment and the spring-steel constructed hoop provides court-like rebounding. With an official style polyester cord net, this portable hoop also has adhesive foam rubber pads on the rear of the backboard to protect woodwork from scrapes and scratches. The patented 5-1/2" inflatable Muracel Ball will bounce on any surface, even carpeting.

The Shur-Shot can be personalized with company logo and is available in six colors.

For more information, contact Sue Cope Enterprises, P.O. Box 88,

Frankenmuth, MI 48734,
(517) 652-2990.

Travel Planners Booklet Available

The Phone Booklet is available free to travel planners for distribution to travelers in corporations and other organizations.

It lists hundreds of toll-free numbers used by business travelers, including those of hotels, motels, airlines, car rentals, trains, buses, limos, and charge and credit card companies.

For leisure travel, it includes toll-free numbers for resorts, cruise lines, vacation rentals, tour operators, casinos, and sources for obtaining free information on several hundred U.S. and international destinations.

For more information, contact Scott American Corporation, Box 88, West Redding, CT 06896, (203) 938-2955.

Dietary Booklet Series Available

The Human Nutrition Information Service of the U.S. Department of Agriculture has published a series of booklets based on the Dietary Guidelines for Americans to help Americans make healthy eating choices.

Preparing Foods and Planning Menus offers tips on cooking with less sugar, fat and sodium and planning menus to save time and money.

Shopping for Food and Making Meals in Minutes contains an aisle-by-aisle shopping guide and tips for saving time when cooking.

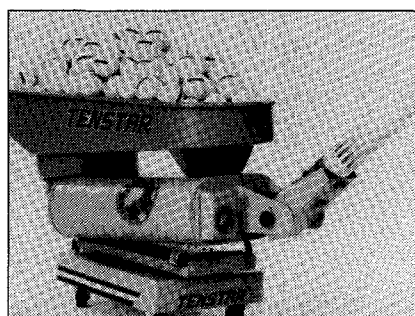
Both booklets also contain nutritious recipes.

Eating Better When Eating Out tells how to make nutritious choices when eating while traveling, at picnics or at restaurants.

Making Bag Lunches, Snacks and Desserts gives tips on how to choose healthy snacks, get more than just calories from desserts, and prepare nutritious brown bag lunches.

For more information, contact R. Woods, Consumer Information Center, Pueblo, CO 81009, or call the Consumer Information Center at (202) 566-1794.

Tennis Ball Oscillators



The Tenstar Corporation introduces the Silverservice and Silvershadow, lightweight, portable tennis ball oscillators ideal for use at homes, schools or commercial and private clubs.

With ball presentations ranging from every 1-1/2 seconds to 12 second intervals, the Silverservice and Silvershadow can be adjusted to a player's skill level. They feature an automatic feed of 185-200 balls without the need of refilling. The trajectory is adjustable from lob to volley to serve with velocity up to 85 mph. The oscillator will serve balls scanning across the court with unpredictable placement.

The deluxe Silvershadow features an oscillator with radio frequency built-in remote control, which provides range-adjustable play from sideline to sideline, or anywhere within, and throws the balls to both forehand and backhand at random.

For more information, contact Tenstar Corporation, P.O. Box 67, Fanwood, NJ 07023, (201) 789-2555 or (800) 626-8844.

Instructional Signs Offered



Recreation & Maintenance Products offers instructional signs for water recreation facilities.

The signs, carrying both written regulations and illustrative symbols, provide directions for proper use of entrance areas, locker rooms, beaches, waterfronts, pools, diving areas and children's pools. The instructions consist of reminders for appropriate usage of these areas to help reduce the risk of accidents. There are nine area instructional signs, 25 individual optional signs, and 11 mounting systems available. The colorfast, shatterproof signs are made of permanent graphics, embedded between reinforced layers of tightly-woven fiberglass, resin saturated, baked and cured. They are designed to resist fire, scratches and graffiti. Recreation & Maintenance Products guarantees the signs for 10 years against delamination, fading, and weather beating.

For more information, contact Recreation & Maintenance Products, P.O. Box 765, Hillsdale, MI 49242-0765, (517) 439-4371.

New Smoking Report Available

The U.S. Department of Health and Human Services released *Reducing the Health Consequences of Smoking: 25 Years of Progress*, a comprehensive report examining the changes in smoking prevalence and mortality caused by smoking over the

past quarter century. The report highlights important gains in preventing smoking and smoking-related diseases, reviews changes in programs and policies designed to reduce smoking, and emphasizes sources of continuing concern and remaining challenges in the battle for a smoke-free environment.

The 725-page publication cites smoking consequences from a historical perspective and presents new findings and major conclusions. It provides an overview of the health hazards of smoking and the nation's 1990 objectives. Among other topics, the book describes changes in smoking mortality, and trends in public belief, attitudes, and opinions about smoking.

For more information, contact Department 36-FW, Superintendent of Documents, Washington, D.C. 20402-9325, (202) 783-3238.

Food Service Carts Available



Peckham Corporation introduces a new line of food service carts offering high quality/low cost mobile concessions for use in employee cafeterias, lounges or other facilities.

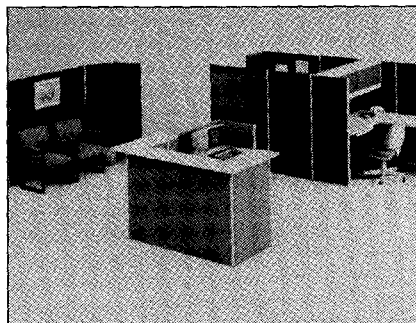
Featuring two steel-spoked wheels and a heavy duty front caster, the new carts incorporate a welded steel frame, solid countertop and rugged lexiglass side panels for maximum utility.

With models available for most hot, cold, frozen or combination food services, the carts are suitable for indoor and outdoor uses. Peckham will also customize carts with

configurations for branded products, or franchise applications.

For more information, contact Peckham Corporation, 64 Water St., P.O. Box 2119, Attleboro, MA 02703, (508) 226-5226.

Office Furniture Offered



Abbot Office Systems presents Designer Privacy Panels which allow users to wrap around existing furniture or to use work surface components to create a fully-integrated workstation at an economy price.

Designer panes provide flexibility and functionality. The panels, constructed of woven fabric and metal frames, are available in four standard fabric colors and four additional premium fabrics.

Uniquely designed panels require no connecting hardware, which simplifies ordering and installation.

For more information, contact Abbot Office Systems, 6 Asbury Ave., Farmingdale, NJ 07727, (300) 631-2233.

Golf Shirts

Foremost Athletic Apparel introduces a new line of golf shirts from Crystal Springs. The affordably-priced shirts are offered in 12 vibrant colors, with or without pockets, fashion or tailored collars, in sizes S-XXL.

For more information, contact Foremost Athletic Apparel, 1307 E. Maple Rd., Troy, MI 48083, (313) 689-3850.

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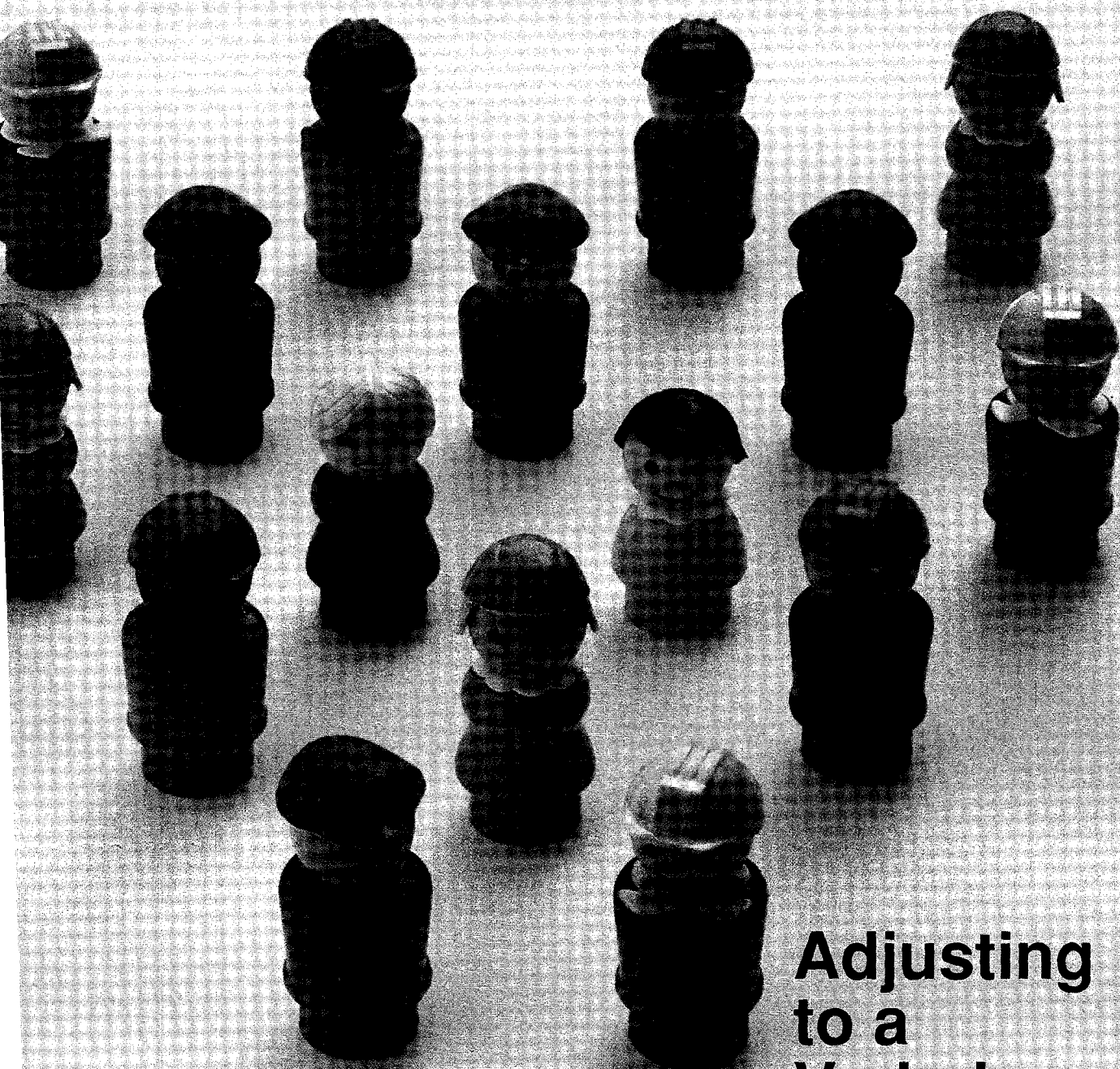
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EMPLOYEE SERVICES MANAGEMENT

OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

DEC/JAN 1989-90



**Adjusting
to a
Varied
Workforce**

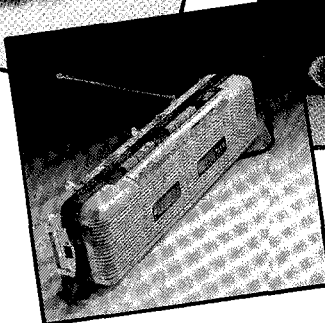
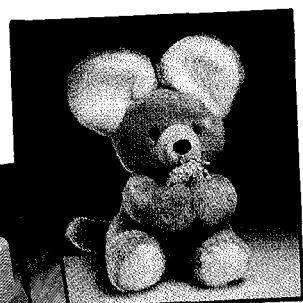
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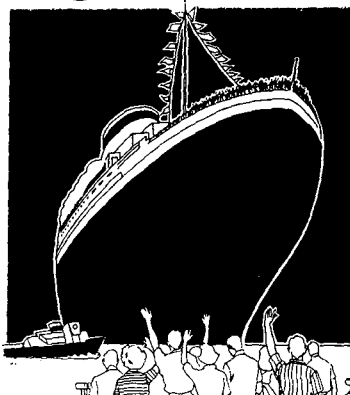
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EMPLOYEE SERVICES MANAGEMENT

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NESRA's 49th Annual Conference and Exhibit, May 16-20, 1990 at the Hyatt Regency, Crystal City in Arlington, Virginia, promises to be one of the most informative conferences ever. A host of strategy exchanges and concurrent sessions have been planned with your needs in mind. Browse through the "Program-At-A-Glance" to choose the sessions you won't want to miss—and register for the conference now!

Our workforce has as many different faces as the people who comprise it. The ES&R manager is challenged to create programs for this increasingly diverse group of people, programs which will foster understanding and promote comradery and teamwork in a sometimes unstable environment. Read this month's cover story, "Adjusting to a Varied Workforce" to analyze the changes in workforce composition and how the ES&R manager can adjust his/her programs to meet employees' needs.

Building a facility requires hard work and a vast array of experts. Building a facility with volunteers can be even more of a challenge. Find out how teamwork can be a very rewarding experience by reading, "Building Facilities With Volunteers."

Meet 1990 President Randy Schools and learn about his goals as NESRA President and thoughts on the ES&R field in "ES&R's Role in the Human Resources Era."

Make sure to use this year's Buyer's Guide—a valuable list of national associate member offerings—as a resource for cost-saving products and services throughout the year.

And don't miss this month's Employee Store Column which discusses staffing; analyze the value and validity of drug testing in the workplace in the Health Promotion Update; and learn how to take your group on a cruise trip in the Travel Column.

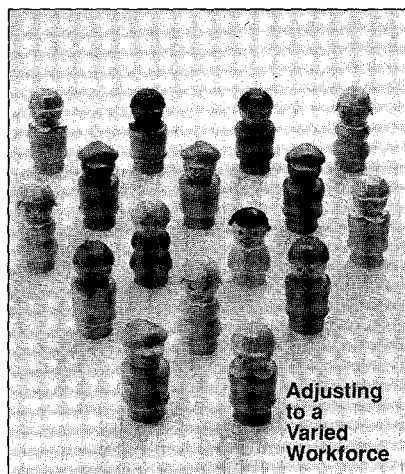
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- FROM THE '80S TO THE '90S: THE GROWTH OF ES&R
- PARENTAL LEAVE/THE MOMMY TRACK
- CONFERENCE SPEAKER HIGHLIGHTS & TESTIMONIAL

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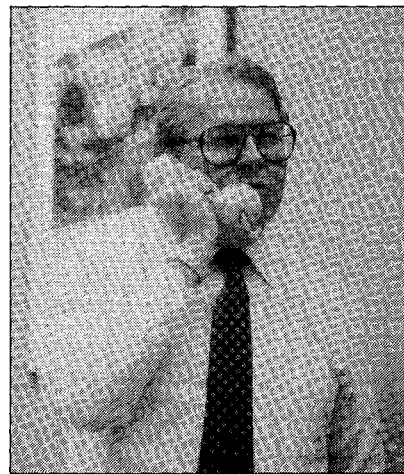
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Program-At-A-Glance

Wednesday, May 16

Morning

- Continuing Education Programs
- "Fitness Into the '90s"—National Institutes of Health
 - "Power and Influence for the Employee Services Manager"

Afternoon

- Chapter President's Luncheon
- Chapter Management Seminar
- Leadership Development
 - Creative Programming
 - Desktop Publishing

NESRA Educational Meeting

Chapters' Paid Administrators Session

Chairpersons' Orientation

First-Timers' Orientation

Evening

Welcome Mixer

All others—Lunch on Your Own

Concurrent Strategy Exchange Sessions

- Risk Management
- Employee Associations—How to Work With Volunteers
- Government Allocation of Funds—What's My Charge Number?
- Employee Store Track
- Health Track

Concurrent Sessions

- "Developing Your Company Newsletter"
- Basic Computer and Software Programs
- Employee Store Track: Customer Service
- Health Track: "Evaluating Fitness Equipment"

Exhibit Hall

Evening

Capital Carnival

- Health Strategy Exchange

Concurrent Session

- Turf Management (i.e., baseball fields, etc.)

Exhibit Hall

Wine and Cheese will be served

Evening

Evening Free

Saturday, May 19

Morning

Exercise Program

Concurrent Sessions

- "Meeting Internship Expectations"
- Volunteerism - The Three R's
Recruiting
Retaining/Burnout
Recognition
- Employee Store Track: Store Security
- Health Track: "Fitness Vitality in the American Workplace"

"Program Lifecycle Issues"

Exhibit Hall Open

Deli Lunch will be provided

Afternoon

New Games

Afternoon Free

Evening

President's Reception and Dinner Dance

Sunday, May 20

Morning

Closing Brunch, Speaker and Door Prizes

Thursday, May 17

Morning

Exercise Program

Regional Breakfasts

Keynote Address—Ann McLaughlin, former Secretary of Labor

Concurrent Sessions

- Risk Management
- Employee Associations—Developing Leadership
- Employee Store Track: State-of-the-Art Developments
- Health Track: Stress and the ES&R Professional

Afternoon

CESRA/RVESRA Luncheon

Friday, May 18

Morning

Exercise Program

Concurrent Sessions

- Dependent Care
- "Merging Corporate Cultures"
- Employee Store Track: Creativity
- Health Track: "Drugs In The Workplace"

Exhibitors' Education Program

General Session: Legislative Issues

Afternoon

Management Luncheon

Strategy Exchange Sessions

- Employee Store Track

NESRA 's 49th Annual Conference & Exhibit
May 16-20, 1990
Hyatt Regency Crystal City
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3. Your name and company will appear exactly as you indicate.
4. Please read registration, hotel, and cancellation policies.
5. Print or type all information clearly.

**Registration
policy**

The registration fee includes attendance at all events, business meetings, educational sessions, conference meal functions, exhibit hall and planned social events.

**Hotel Housing
policy**

All room reservations must be made directly with the Hyatt Regency in Crystal City. We cannot guarantee availability of rooms after April 15, 1990. The NESRA conference rate at the Hyatt Regency is \$107 single and \$117 double. A reservation card will be part of your registration confirmation packet. Should you prefer to phone in your reservation, the number is (703) 418-1234. Please be sure to state that you will be attending the NESRA Conference.

Cancellation

Full registration will be refunded if cancellation is received postmarked not later than April 15, 1990. After this date, a refund cannot be guaranteed.

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Spouse/Guest name _____ Spouse/Guest nickname _____
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Non member delegate	\$345	\$370	_____
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Commerical attendee not exhibiting	\$450	\$475	_____
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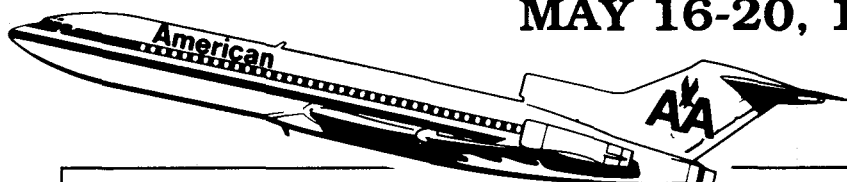
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Productivity Must Increase

U.S. living standards will decline in the 1990s unless American companies can find ways to boost productivity, according to a study recently released by The Conference Board.

The nation's service industries, which generate two-thirds of all U.S. output, hold the key to success. Even strong productivity gains by manufacturing, where productivity gains averaged more than 3 percent a year during the 1980s, cannot offset stagnant efficiency in the service sector.

One of the two major forces in lifting living standards—rising workforce participation—will contribute only modestly to GNP per person in the 1990s. While the U.S. workforce increased by nearly 3 percent a year during the 1970s, it will grow by a bare 1.2 percent for the rest of this century. The working age population (people 16 and over) will rise by less than 1 percent a year (.9 percent) during the 1990s and labor force participation will rise by a scant .3 percent a year. All of this is due to an increase in the proportion of women working.

"All of the burden of improving our standard of living will fall on productivity—on raising worker efficiency," concludes one of the nation's leading labor market experts. "Productivity increases are critical to raising the general welfare. Just as plainly, business management is responsible. If we do not do our job of managing better, and quickly, the entire society will suffer."

The study—Productivity Needs of the United States—utilizes both published and unpublished data from the Bureau of Labor Statistics. It includes projected growth rates for output, employment and productivity in 22 industries.

The study provides productivity outlook for manufacturing and



services for the 1990s.

Manufacturing, which delivers one-third of the national output, could show productivity gains of between 2 percent and 3 percent a year in the 1990s. This would follow the substantial increases of over 3 percent a year during the 1980s. But the burden clearly will be on the non-manufacturing service sector to prevent a slide in living standards.

The study cites "better management" as the critical key to boosting productivity. Instead of doing things ad hoc, managers should practice strategic uses of technology and entrepreneurial or developmental management.

Missing Heartbeats

When your heart skips or adds a beat, you may be in love, but there's some chance you might have a cardiac problem that needs professional attention, says a cardiologist at Stanford University Medical Center.

An occasional skipped or extra beat is rarely serious unless accompanied by other symptoms, such as lightheadedness, shortness of breath, chest discomfort or fatigue. When it occurs by itself it's often a sign that the person is drinking too much coffee or alcohol, or they may be having a mild reaction to a medication. Stress is often a major

contributor to these sensations.

In young women, particularly, recurring palpitations (skipped or extra beats) can be a sign of a "floppy" heart valve, called mitral valve prolapse, the cardiologist warns.

If the palpitations occur regularly, say several times a day for a week or more, or several times in a row, it's time to ask some questions. Try to cut back on one or more of the following substances: Caffeine, alcohol and medication. If this cutback stops the palpitations, nothing further probably needs to be done. However, if they persist, it's probably smart to check with a physician who can offer tests to diagnose the problem.

While most palpitations occur during exercise, the average person is much more likely to notice the sensation when resting in bed.

Get Lost For Sport

Sports enthusiasts discovered a new sport—getting lost in the woods, reports *Crain's Chicago Business*.

Orienteering, as it's called, invites you to run into the forest, then to find your way out.

Orienteering was invented as a military regimen about 60 years ago by the Scandinavians. This exercise for mind and body then became a sport in European countries. This sport was introduced in the U.S. in the 1970s and it gained popularity on the East Coast and in the Northwest. Now it's making its way to the Midwest.

The course is marked with checkpoints, usually cardboard boxes tacked to trees and marked with red or white flags. Participants use a compass and a detailed topographical map to navigate from checkpoint to checkpoint to make their way through the course.

These courses are measured in kilometers, with distances ranging from 1.6 kilometers for beginners, up to 10.6 kilometers. The fastest

participant wins. While advanced orienteers run, other participants walk.

One orienteer says he participates because it's a race against time and because of the untraditional setting (not a straight pack of runners).

Flying Solo

In order to guard against potentially losing valued employees in airplane crashes, some companies are requiring employees to fly separate flights to the same destination, according to *The Wall Street Journal*.

One company prohibits its chairman and president from flying on the same plane, while another makes elaborate arrangements to prevent even lower level managers in the same department from flying together.

Not all companies are implementing such policies. One company does not feel the situation calls for depriving its employees from enjoying coworkers' company while flying. Still other companies say oftentimes, scheduling becomes a priority and safety is not considered.

Older Fitness Buffs

Fitness centers should prepare for an older clientele, suggests *The Wall Street Journal*.

Young and middle-aged people are not the only people concerned about physical fitness. Those over 40 are participating in activities for health reasons. About 10-15 percent of the members of one Atlanta center are elderly. Many of these are seeking cardiovascular conditioning.

Another survey shows 43 percent of health conscious people over 40

exercise regularly.

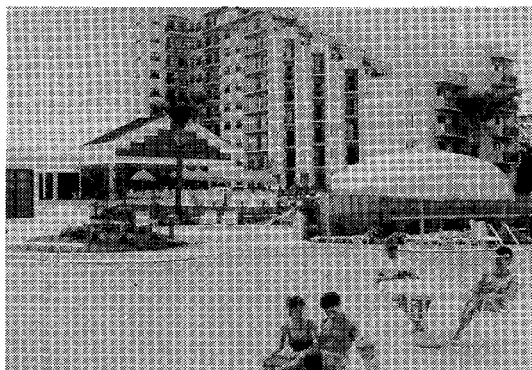
As more people over 40 frequent these centers, the clientele will be changing.

"The medical market and the fitness market parallel each other and are going to cross real soon," predicts one expert.

Screening Golf Schools

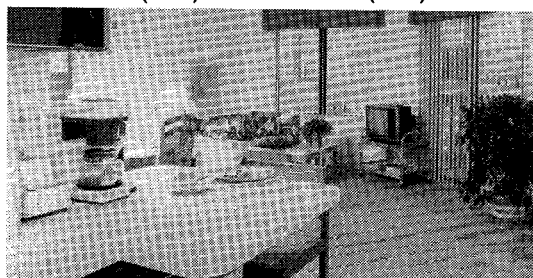
In anticipation of securing business deals on golf courses, some companies are sending executives to golf schools, reports *Executive Fitness*.

Those interested in attending such schools should research them to discover which school would best meet their needs. When doing so, be aware that most schools operate under the assumption the student wants to improve his/her game, not learn the rules. Therefore, take a few informal



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golf lessons from a golf pro to learn the game rules.

After learning the basics, investigate existing schools by inquiring about these factors:

- School validity
- Instructors' expertise
- Students' golfing experiences
- Teacher-student ratio (5:1 or 6:1 is usually acceptable)
- Facilities available (putting greens, driving ranges, etc.)
- Seasons lessons are available
- Nongolfing activities included in price
- Suggested student physical shape
- Division of class time (is more time spent on course or range)
- Instruction focus (correcting improper form or making minor swing alterations)
- Cost of greens time

When comparing prices, keep these guidelines in mind:

- A no-frills instruction should cost

about \$400 to \$500.

- Resort packages start at \$1,000, offering swimming, tennis and other nongolfing activities.
- Instructions costing \$2,000 or more should include lessons from a famous golfer on a famous course.
- Most people can learn the game in about 3-5 days.

If your company does not sponsor this perk, there are other options. You can establish a relationship with a good community golfer and have him/her coach you or you can join a community (i.e., park district) course.

Popular Video Rentals

What type of video cassettes are in demand at your company's rental center?


Comedies rank number one among Americans, reports *U.S. News and World Report*. When ordering your

stock of videos, consider these percentages:

Type	Percentage
Comedy	34.3
Drama	25.5
Action, Adventure	15.7
Children, Family	10.5
Science Fiction	4.5
Horror	4.0
Documentary	1.1
Western	1.1
Music	.9
Sports	.6
Adult (X-rated)	.5
Other	.4

New Human Resources Terms

Is "eldercare" one or two words? How about child care? According to *Personnel Administrator*, eldercare is actually one word and childcare is




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two words becoming one.

Researcher Janice Stanger, a Ph.D. in gerontology and author of a recent Mercer Meidinger Hansen report, says the term "eldercare" focuses on the caregiver, rather than the recipient of services. However, the word is used in many ways.

For example, eldercare is also used to refer to a special, nonfinancial assistance program. Eldercare offers direct or indirect assistance. An indirect program may offer benefits such as flextime, job sharing, EAPs and flexible-spending accounts. Programs offering direct assistance may include counseling, support groups, referral advice and lectures.

Work and Family

A recent study reveals nearly 80 percent of men and women would sacrifice rapid career advancement to spend more time with their families, according to *Personnel Journal*.

If they could choose between two

career paths—one with flexible, full-time work hours and more family time, but with slower career advancement, and the other with rigid work hours, but quicker career advancement, which would they choose? Seventy-eight percent of all respondents say they would opt for the slower, family-oriented career track.

Survey respondents also said they would be willing to reduce their work schedules and salaries an average of 13 percent to have family and personal time.

Americans believe those who prioritize family life will ultimately be as successful as those who climb the corporate ladder working less flexible hours, the survey indicates.

Researchers suggest employers recognize employees' need for balancing work and family life.

Trips of the '90s

Weekend trips may not be as

popular in the '90s as they have been in the '80s, reports *USA Today*.

In a recent study of 1,964 business leaders and leisure travelers, 43 percent said they'll choose vacations lasting longer than a weekend in the '90s, up from 32 percent now.

Respondents seem to be "rebellious against burnout" as they plan to take more time off work to travel. When these respondents travel, they are expected to participate in passive activities rather than active ones.

The U.S. Travel Data Center released statistics which also indicate a move away from weekend getaways. These statistics show an estimated 46 percent of vacations in 1989 will be weekend trips, a decrease of about 4 percent from a year ago.

Number One Labor Problem

In a recent survey of almost 200 human resource and management executives, substance abuse was ranked the most critical labor issue, reports *USA Today*.

The work habits of substance abusers are costing employers billions.

For example, abusers are late to work three times more often than the average employee. These employees are also three times more likely to receive benefits. When it comes to on-the-job accidents, substance abusers will be four times as likely to be involved than other employees. They will also be five times more likely to file compensation claims and 16 times more likely to be absent from work.

With abusers' increased tardiness and absenteeism, U.S. companies lose about \$33 billion annually because of impaired productivity alone.

"The total bill U.S. companies will pay for health benefits this year is expected to exceed \$500 billion, and experts say at least 10 percent of the cost can be linked to chemical

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dependency."

Some experts say employees are turning to drugs and alcohol as a result from the stress of being expected to produce more at work with fewer employees.

Some companies are using Employee Assistance Programs (EAP) to help employees deal with their addiction. Through EAPs, employees can receive counseling. However, not all employees are getting the help they need since two-thirds of the workforce still has no access to such programs. Another obstacle to solving this problem is that companies also have trouble detecting which employees need help.

American Household Spending

Of these items, which one do you think American households spend the

most money: Clothing, health care, gasoline, entertainment, or furniture? They spend more on entertainment than any of these items, according to *American Demographics*.

Households spend about \$1,200 a year on average having fun. Of this sum, about \$308 goes toward fees and admissions to movies, concerts and parks; \$373 for TVs, radios, stereos and other electronic entertainment; \$406 for other recreation equipment and services; and \$140 for books, magazines and other reading material.


Some recreational activities have gained popularity while others have decreased in popularity since 1980. For example, the national park system recorded an 18 percent increase in visitors from 1980 to 1986, but it also reported a 2 percent decrease in overnight stays.

Fifty-three million Americans attended a major league baseball game in 1987, up from 44 million in

1980. In 1986, 41 million played amateur softball, up from 30 million in 1980.

More Americans attended the opera, up from 11 million in 1980 to 16 million in 1987. Broadway plays suffered during this period as ticket sales dropped from 9 million to 7 million.

Golf gained in popularity. In 1980, Americans played 358 million rounds of golf; in 1987 that number increased to 434 million. There are about 15 million boat owners now, up from 12 million in 1980. In contrast, the number of bowlers declined from 72 million to 68 million.

Households will continue to pay for entertainment in the 1990s, since the biggest entertainment spenders are 35-44 year-olds who devote 6.2 percent of their household budgets to enjoying themselves. During the '90s, this age group will also include baby boomers. 

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Dodgers

Adjusting to a Varied Workforce



by Elizabeth D. Grumbine, editor

According to the U.S. Department of Labor's 1988 statistics, 114,968,000 American citizens were employed, either full or part-time. Of this figure, 48 percent were white males, 45 percent were women and 14 percent were minorities. Almost 29 percent were over age 45.

In practical terms, what do these figures mean? They mean, or at least imply, our workforce is comprised of vastly different people with different approaches to work and different cultures. The Employee Services and Recreation manager's task is to design programs which will blend these different groups of people, creating a cohesive, yet flexible, work environment.

Workforce 2000, the report which projects workforce trends through the year 2000, leaves many managers

feeling the stereotypical work environment is doomed and leaves them wondering what they can do to combat a "buyer's labor force." With so many women and minorities in the workforce, and with the thrust toward a global economy, the stereotypical work environment is already threatened. ES&R professionals, and beyond that, entire corporate cultures, must adapt to a changing environment in order to survive and grow.

This work environment has as many faces as the people who comprise it. Many articles cite the entrance of women into the workforce as the most significant change in the work environment. Dual-earner couples have been asserting their control over their work situations, switching jobs or moving home to work because they can afford to.

Working women have a plethora of choices to make regarding childcare: Should they hire a person to care for their children at their home? Should they try to find a respectable childcare institution if their employer doesn't have an on-site facility? Should they ask their company for a list of referrals to help them find adequate childcare to match their needs? Many women are already basing their decisions of where they'll work on whether the employer offers a flexible benefits package including partial reimbursement for childcare expenses, information on reputable childcare facilities in the area, or even whether the company provides on-site childcare.

Other articles stress our workforce is undereducated and underskilled, and with decreasing numbers of people with adequate skills, businesses will have to hire these people anyway and train them themselves. The implications of corporate-sponsored education are far-reaching, both in terms of the amount of funds necessary to support such an education program and the time involved in tailoring recruits to fit the needs of a global economy. But the choice is rather limited: In order to survive, companies will need to find and implement a way to recruit people otherwise considered unhirable and train them to be productive and participative members of the work environment.

Still others worry about the aging workforce. Twenty-nine percent of the workforce is already over age 45 and the median age of workers is expected to increase.

Company structures are becoming much more amorphous due to mergers, buyouts and reductions in workforce size. This leaves employees uncertain of their jobs, bitter about the instability of their positions, and doubting the deeply-imbedded philosophy that hard work and dedication to an employer pays off. People who once stayed at a company their entire work life aren't guaranteed the same stability any more. Some workers, dedicated to their company for 20-plus years, are being laid off because of corporate reorganization.

The influence of minorities in the workplace will increase over the next 20 years. Managers will need to go beyond employment goals, to create a business environment which recognizes, instead of ignores, the cultural differences among employees. They will need to tap into the strengths of each employee and create a whole team of employees, rather than individual groups.

Our current workforce, then, is in transition, a chrysalis of sorts. What will emerge will depend on the ability of managers to hire, train and retain a workforce already

comprised of vastly different elements. Let's examine a few of these elements as they are now, and the challenges facing the ES&R manager.

MEETING OLDER WORKERS' NEEDS

The median age of the workforce is expected to shift from 36 (1987), to 39 by the year 2000; young workers will decline by 8 percent.¹ Due to the shrinking labor pool and an aging population, organizations will need to adjust their cultures in order to hire, retain, and even rehire, older workers.

The stereotypical worker no longer retires at age 65 and moves to Florida. In fact, a survey conducted in 1985 reported that one-third of the retired senior executives returned to a full-time job within 18 months of retirement.² Whether returning to the same place of employment, starting their own businesses or working as free-lancers, older workers are becoming an increasingly important part of the human resources pool. This may be due, in part, to financial needs. A more likely reason is that, because people are living longer, the amount of time they have to contribute to the workforce is also increasing.

The ES&R manager can create a plethora of programs designed for older workers. Programs on

preretirement and financial planning are of paramount importance—so are informational programs on long-term health care, eldercare and personal wellness. Because older workers are concerned more about stability than younger ones, programs such as these would reinforce the concept that the company cares and wants to keep employees informed about issues relevant to them. To avoid planning programs such as these would be to ignore the needs of an ever-increasing segment of the employed population. Because older workers are more motivated than younger people by the desire to help others, an ES&R manager can use this knowledge by involving older workers in community service programs and recruiting retired workers to serve as volunteers.³

This is not to imply that the needs of an older workforce can be answered by programming alone. Corporate structures need to adapt to the idea that the present aging population is the most educated, most bureaucratically, organizationally and politically sophisticated generation of older people ever and that they

"Because older workers are more concerned about stability than younger ones, programs should be designed to reinforce the concept that the company cares and wants to keep employees informed about issues relevant to them."

are resources of vital knowledge and information and should be encouraged and given the incentive to remain as part of the workforce.⁴

WOMEN AND MINORITIES

Women and minorities comprise roughly half the workforce today; they are projected to make up more than 83 percent of the new additions to the workforce between now and the next century.⁵ This poses a new challenge to organizations now and in the future.

Much attention has been given to Felice Schwartz' article in the Harvard Business Review and the ensuing term "the mommy track."

An interesting point of view offered in the "Editor's Note" in *American Demographics* is that the costs of employing women (and she adds minorities) may be greater than that of employing men, but it's an unavoidable cost.⁶

In order for businesses to survive, much less compete, they will need to turn their attention to this vast resource. Even though statistics show 52 percent of women aged 16 and older were working in 1986, employment statistics don't adequately analyze women's participation in the workforce because they enter and leave much more frequently than men.⁷ The number of women in the workforce could actually be greater than reported.

Businesses are already beginning to alter their policies to accommodate the needs of their female employees. Many have adopted parental leave of some form, some offer referral services for childcare, a few offer subsidized childcare as part of a negotiable employment benefits package, fewer still offer on-site childcare facilities and sick childcare options.

Women feel the effects of a corporate culture which contains provisions for them, but which also contains unseen barriers. A woman who takes time off to care for an infant is unfortunately regarded as someone whose values are in the wrong place. Women communicate differently than men, which is occasionally viewed as a sign of insecurity. For example, a man would say, "I think John is an excellent employee," while a woman would say, "I think John is an excellent employee, *don't you?*"

Minorities also feel the effects of a corporate culture unintentionally excludes or rejects behavioral differences. Companies may meet their hiring goals for women and minorities, but they offer little to encourage the success of these new hires.

The challenge facing the ES&R manager is to create programs which will facilitate understanding between these different groups of people. This type of programming is called, among other things, workforce diversity programming and has one underlying premise: A workforce which recognizes and draws from the differences between employees, rather than ignoring them, is a more productive workforce. In other words, since we've changed from an industrial economy to a service

economy, who better understands and can meet the needs of an Asian, Hispanic, black or female customer than an Asian, Hispanic, black or female employee? Rather than expecting minorities and women to adjust to a corporate culture, the ES&R manager must find ways to help employees adjust to each other. For example, one company offers English classes to Hispanic workers and Spanish classes to English-speaking workers.⁸ Another programming idea, designed as a method for employees to get to know one another and build morale, would be for an organization to offer an international food day, where employees bring their favorite food from their respective ethnic backgrounds. Obviously, an international food day won't dissolve the differences among cultural groups, but programming will at least open the channels of communication and promote greater understanding between these groups through collective participation in a fun activity.

AN UNSTABLE WORK ENVIRONMENT

The corporate or industrial manager who feels that people just aren't as loyal as they once were is right. In an unstable environment it's now impossible to rely on the belief that dedicated service to one organization ensures a stable future. With so many mergers, buyouts, reorganizations and relocations, the only definite aspect of corporate life is that it's changing. We're now competing and doing business with people whose corporate cultures are immensely different than our own. In an effort to compete in a global economy, more companies are now seeking international employees.

Restructuring further emphasizes the instability of the work environment. The idea that management is secure has proven to be a farce: From 1984 to the end of 1986, at least 600,000 middle managers were fired, offered early retirement or dismissed from corporations.⁹ The cliché that a man's home is his castle is no longer true either. An estimated 20 percent of the U.S. population were relocated by their companies in 1988.¹⁰

We now have a workforce comprised of people who aren't secure in their positions, who don't feel stable because they could be moved—in essence, a workforce unsure of whether they'll have a job the next day, or if they do, whether they'll have to move to continue working.

Actually, the workforce isn't teetering on the brink of destruction, as the above statement implies. Workers do feel insecure in their positions, and it shows in decreased morale, productivity, and a reluctance for employees to adhere to the old adage that hard work is rewarded—because it isn't anymore. Instead, in order to remain competitive, businesses will need to win the loyalty of their workers in order to increase their productivity.

ES&R managers can help ease the decreased morale resulting from a feeling of loss of control over one's work life by offering team-building programs designed to make the employee feel special and an integral part of the work environment. Programs such as service awards, annual picnics and Christmas parties help promote the idea of the business as a place which cares about and recognizes its employees' merits and achievements. Wellness programs convey the message that the organization cares about the quality of the employees' lives. But if a merger or buyout, or even a reorganization occurs, the ES&R manager's role becomes even more important: It's his/her responsibility to help keep up morale and provide a positive example to other employees.

WHERE/WHEN TO WORK

In an effort to attract the most highly-qualified workers possible, companies have begun to adjust the ideas of exactly where, when, and for what amount of time employees should work.

Many companies offer flextime, where employees can start as early as 7 a.m. and leave as late as 6 p.m., assuming departments are covered adequately.

Companies are also beginning to offer "flexplace," a situation where an employee works at home, taking advantage of electronic information systems, such as personal computers, electronic mail, fax machines, and the telephone, to communicate with the office. Allowing, even encouraging, workers to stay at home has distinct advantages: It can reduce overhead, increase productivity and foster company loyalty. The Travelers Corp. instituted a work-at-home program for 20 employees in its data processing department and realized a 22 percent increase in productivity.¹¹

The number of home-based workers has increased roughly 40 percent between 1985 and 1988.¹² Working at home is an attractive option to many types of workers: Owners of home-based businesses, parents of young children, workers who need extended periods of uninterrupted time, etc. These workers can all benefit from the ability to control their time, a precious commodity indeed.¹³

An increasing percentage of workers, regardless of where they work, are not full-time employees. More than 20 percent of the workforce are independent contractors, temporaries, leasees and part-timers.¹⁴ This substantially reduces the costs associated with training and providing benefits packages for full-time employees. Non-full-time employees benefit from the challenge of new situations and the experience gained from adapting to different tasks. A few companies even allow a unique part-time option, job-sharing, where two workers fill one position.

A disadvantage to the variety of alternatives of where and when to work is that employees run the risk of feeling detached from the organization and lack a business

identity with which to associate. The ES&R manager can help the employee feel a vital part of the organization by communicating corporate decisions and upcoming events to him/her. This can be done either through a company newsletter or through electronic mail.

CONCLUSION

In a workforce comprised of many different faces, the ES&R manager's role is to instill a sense of continuity, even security, in a sometimes unstable environment. S/he must create programs designed to include a vast array of employees, programs which will help foster greater understanding of cultural differences and promote teamwork and comradery among employees.

After all, if businesses are to compete in a global economy, managers must adapt to change within their own workplaces. They must challenge each employee, regardless of age, gender or race, to perform to his/her utmost potential, and they must provide incentives for him/her to do so. To do otherwise spells continued uncertainty, perhaps even failure, in a rapidly changing corporate environment.



FOOTNOTES

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Building Facilities With Volunteers



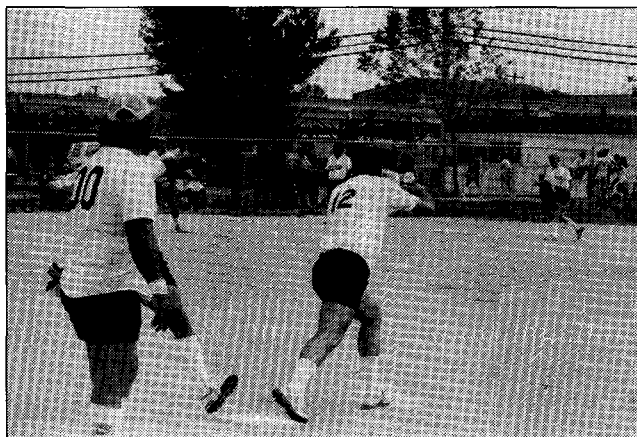
By Dick Haggerty

Building a recreational area and sports facility using volunteers and a small corporate monetary contribution can be a real challenge. The Employees' Association of Washington Gas Light Company in Springfield, Virginia, accepted this challenge back in 1977. Our need for additional recreation space began when the local county recreation department could no longer provide softball fields for our 17-team softball league due to the steady growth of the sport. The Association had to find a place where approximately 240 employees could play ball—the only answer was to build our own field.

FIELD DEVELOPMENT

First, we had to find property large enough for a softball field and adjacent space for additional recreational activities. We were fortunate to find a piece of property "right under our noses!" Our company's Springfield, Virginia, property included an old rock quarry over which tall grass and weeds had grown. This area was big enough, but it needed a lot of work!

We approached our company management and obtained approval for the Association to lease the land for



The new concession stand, built by Washington Gas Light employees, funds most of the softball league's budget. Can you believe the playing field was once a stone quarry?

a minimal amount of money. Although they didn't provide funds for development, management assisted in other ways: Volunteers dug trenches, put down piping, etc.

Being involved with a large utility company did help enormously. We were able to draw upon volunteers from a pool of people who had all the required skills. Volunteer surveyors took measurements; volunteer draftsmen drew plans; and equipment operators volunteered their time to handle the heavy equipment that was either borrowed or leased. Other volunteers brought rakes, shovels and wheelbarrows from their homes. They worked weekends and after work on weeknights. This dedicated effort allowed us to play our first set of softball games within two months. In that first year, the Association spent only \$3,000 to build the field.

Every year since the field has opened, improvements have been made to the recreational area. To date, additions include a picnic area, playground, volleyball court, sprinkler system, appropriate fencing and a concession stand where the Association serves food and beverages at each game.

PITFALLS

It may sound as though everything went smoothly and simply, but 12 years of building is a long time, and we had many pitfalls to overcome. One of our biggest problems was "Mother Nature." Before a proper drainage system had been installed, the recreation area became a muddy pond on several occasions. An example of such a situation occurred this year. We planned to replace the infield and install a sprinkler system for the ballfield. Well, it rained 22 days over a 30-day period, forcing us to reschedule 41 out of the first 45 ball games due to the wet field conditions.

MANAGEMENT/VOLUNTEER SUPPORT

Our Employees' Association considers itself fortunate that the management of Washington Gas has given the needed moral support. Management's policy has always been that the recreational area is good for the employees as well as for the company. The many management personnel who provided their assistance surely made the job much easier. We were also fortunate land was available, readily accessible to our employees and no obstacle was too great for our determined group to overcome.


Today, our Recreation Area is operated and maintained by volunteers who believe the area was built by them and for them—and that all the effort was truly worth it.

In providing this recreational area, the spirit of volunteerism was at its best. The men and women who took part in completing our facilities can justifiably be proud of a "job well done." The families and friends of our employees enjoy these facilities virtually year-round.

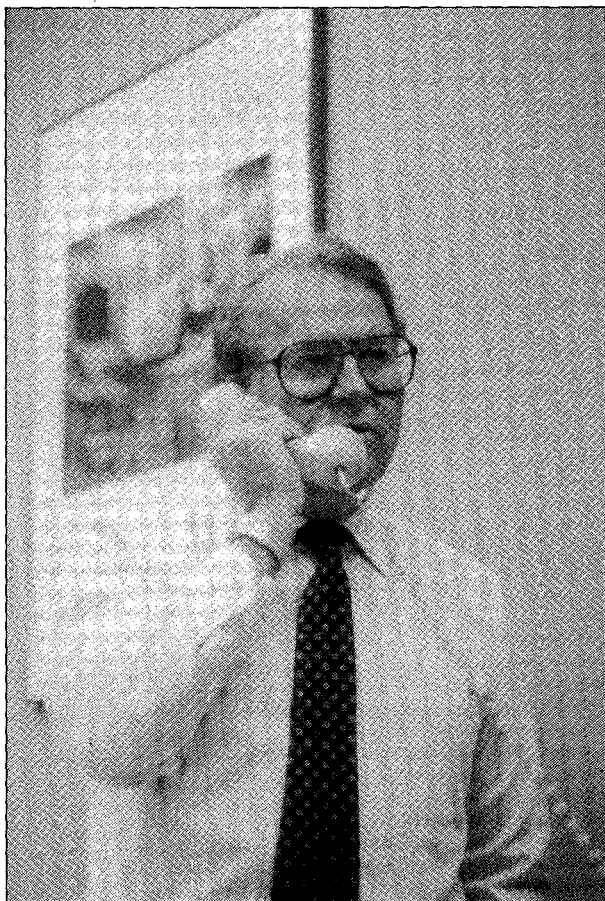
To date, the Employees' Association has spent approximately \$40,000 on our facilities over a 12-year period, but the dollar value of the volunteers' hours spent would far exceed this amount.

Future plans include constructing a basketball court and building a small pavilion to cover a portion of the picnic area. As long as the members of our Association continue to volunteer their assistance and the company continues with its support, we can continue to expand our employee facilities.

CONCLUSION

We may not be unique in building our own recreational area, but the experience of working with the employees of Washington Gas has been very rewarding. The majority of the men and women who run our Employees' Association have been volunteering their time and effort since 1977. Without their dedication, the 3,000 employees of Washington Gas would not have the opportunity to enjoy the many programs and services our Association provides for them. This collaborative effort involving management and employee commitment has worked extremely well at Washington Gas. 

Dick Haggerty is coordinator, employee activities at the Washington Gas Light Company in Springfield, Virginia.



ES&R's Role in the Human Resources Era

*An Interview With NESRA'S
1990 President, Randy Schools*

ESM: How did you get involved in employee services and recreation? In NESRA?

SCHOOLS: I located my current position quite by accident—12 years ago I was ill in the hospital with a viral heart condition and decided not to go back to my old position in retailing as an operations manager for a major chain in the Washington Metropolitan area. I applied for and secured a position as the General Manager of the National Institutes of Health (NIH) Recreation and Welfare Association. Our program centers on employee stores and activities. I have found the job to be not only one of personal growth, but one of challenges and growth in our programs and in dealing with the various scientific communities which comprise NIH.

I have long been interested in the field of employee services. It is a field

in which employee services and recreation professionals can create, and often fulfill, many opportunities for their coworkers. My greatest satisfaction is in getting people out of their shells and learning to participate in activities; then they can learn how to have fun as well as become friends within the corporate setting. The employee services field is unique because of the depth of our jobs. All employees get to participate, whether they are heads of departments or housekeepers. We are the great equalizers for the workforce.

ESM: What do you think will be NESRA's greatest challenges this year?

SCHOOLS: This is the year our restructuring goes into effect. It will be a year during which we will be encouraging more of our members to be involved in the leadership process

by becoming committee participants. They will be challenged to make NESRA the leading association in the human resources field, not just the oldest. We want to hear from all the elements that make up our membership base. Another of our challenges will be making the employee store membership section one of vitality. There is a lot for our members to learn, whether through articles in our journal, through courses or at our annual conference. NESRA should be the conduit for information services.

ESM: What prompted you to run for President?

SCHOOLS: I believe in NESRA, its goals and aspirations. I have enjoyed being part of the Board of Directors over the past seven years. It has been a period of growth for me both on a professional and a personal level. I

enjoy my friendships and the ability to network; I feel my program at the National Institutes of Health has grown as well. I have seen the enlargement of services; the strategic long range plan being brought to fruition—all have been satisfying to me. Basically, I ran for president because I believe in sharing values and expertise with others.

ESM: Do you have a special mission for your term of office?

SCHOOLS: If there is a special mission, it is to get more of our membership involved. NESRA has a lot to offer—the growth of our field depends on all of us. We each have something to contribute, from opinions to completely thought-out business plans; I want to receive them all. I also believe that employee services programs have a lot to offer the nation—we represent over 15 million employees at the worksite. This is a large economic force, one which should challenge the nation to correct some of our workforce problems.

ESM: How long have you been with NIH? Tell us a little about your career.

SCHOOLS: I have been at NIH for over 12 years. I enjoy the environment. We are located on 330 acres in Bethesda, Maryland. It is a setting similar to a college campus. We have over 14,000 employees, many dedicated to relieving the pain associated with chronic illness. The employees here are stimulating—thus creating an environment of stimulation. Many of the employees who participate in our programs are our nation's leading scientists. I have also been blessed by a beautiful staff who often sacrifice their own objectives for mine. They work hard and I honor their commitment, along with the many volunteers who have helped make our program grow.

ESM: Your responsibilities at NIH are so varied—you oversee a host of

recreational and athletic activities, five company stores, a fitness center and over 50 special events each year. How do you manage them all?

SCHOOLS: Again—an excellent staff and a wide array of volunteers. Some of the top doctors in the country lead our programs. They are aware of the benefits of leisure time and fitness. We have over 32 volunteer leaders guiding activities ranging from Toastmasters to karate, from ice hockey to sailing. We are fortunate. I work closely with our Occupational Health Department and the local YMCA on a joint venture for our fitness programming. It has been mutually beneficial for all of us. Special events are coordinated in our office by Kelly Goka, director of recreation, Dotty Pulver, assistant general manager, and Ruth Blumhardt, staff accountant. We are a good team and we share. Leadership comes from our membership—we follow through.

ESM: How do you see employee services and recreation fitting into the human resources field?

SCHOOLS: We are flexible—employee services and recreation administrators are copers. We know

how to lead, give guidance and provide opportunities for our employees. By nature we are sharers. Our jobs are to provide management the tools to motivate their employees—whether through fitness, recreation or bringing opportunities. We are the people who try to make everyone feel at home.

ESM: What are the reasons a company should sponsor an employee services and recreation program?

SCHOOLS: It provides opportunities to instill company spirit through cooperation at all levels. A motivated, healthy workforce is a more productive one—we can have a positive effect on the bottom line.

My wish is to get more top management to realize our role. We need to give them more ammunition to justify our programs.

ESM: What is your personal philosophy regarding the value of employee services and recreation?

SCHOOLS: My philosophy is one that duplicates thoughts which have been around for over 400 years—found in a book from 1553 of Dr. Cristobal Mendez: "The easiest way



President Randy Schools oversees NIH's fitness center.

to preserve health, and with greater profit than all the other measures put together is to exercise well." Well, 400 years later, that's a good thought for us. Not only how we exercise our mind to stimulate thoughts, but how we exercise our body and how we exercise moderation in our dealings with others. Programs such as ours are meaningful; they help provide a sense of adventure to many of our coworkers. Also, success is not measured in monetary terms, but in the ability to serve others. That's what we're all about—service to our employees.

ESM: How do you feel employee services and recreation should address the needs and interests of a changing workforce?

SCHOOLS: As society changes, we too must change. Today our workforce has more single parents, minorities, and working parents than we had 10 years ago. We must adapt to these changes. I was recently at a meeting at the White House and learned some frightening statistics: Every day, 2,700 unwed teenagers have babies; every day, 3,700 students drop out of high school. Couple this with 25 million illiterates and we have big problems in our society. These people will eventually become part of our workforce and challenge our current programming. We must develop a strategic vision of our field, its goals and objectives, and concentrate on what services our organization does best. We must become more aware of turnover—people come and go through economic forces in our corporations. Companies are bought up, companies restructure—it all affects us, not only through our programs, but on a personal level. It's good to be flexible, it's going to be more important to network through professional associations like NESRA. We will strengthen our programming by cooperating with, and learning from, others who have gone through similar circumstances.

ESM: Much attention has been

given to the fact that our population is older. How should employee services and recreation managers address the needs of older workers and retirees?

SCHOOLS: Older employees have needs for which you should attempt to program. They are the history and wisdom of your company and, in most cases, include members of your top management. They often enjoy travel, with a focus on education and value. As they approach retirement, preretirement seminars with discussions centering on finances, exercise programs and legal procedures are valuable. Here at NIH, we have established an alumni association to make our employees feel involved even after their retirement. The Alumni Association's Board of Directors includes top management, scientific directors and assorted other individuals from management functions. We now hold quarterly meetings, provide travel opportunities and host an annual alumni day—and we've begun operating a quarterly newsletter to keep our retiree members informed about NIH events. In some of our other programs, we try to stress lifelong fitness skills and we offer investment counseling. Our philosophy is to get employees involved and keep them involved even after they retire.

ESM: During the transition period of NESRA's restructuring, what will you do to help make this transition easier?

SCHOOLS: I hope to become accessible to address all ongoing problems. Most of the growth of NESRA will take place because of the restructuring process. We will learn together and grow together—we want more of the NESRA membership to be involved. We want them to catch the spirit, learn from others which programs work, which do not; learn how to gain more recognition from management on the value of their roles. The membership will educate

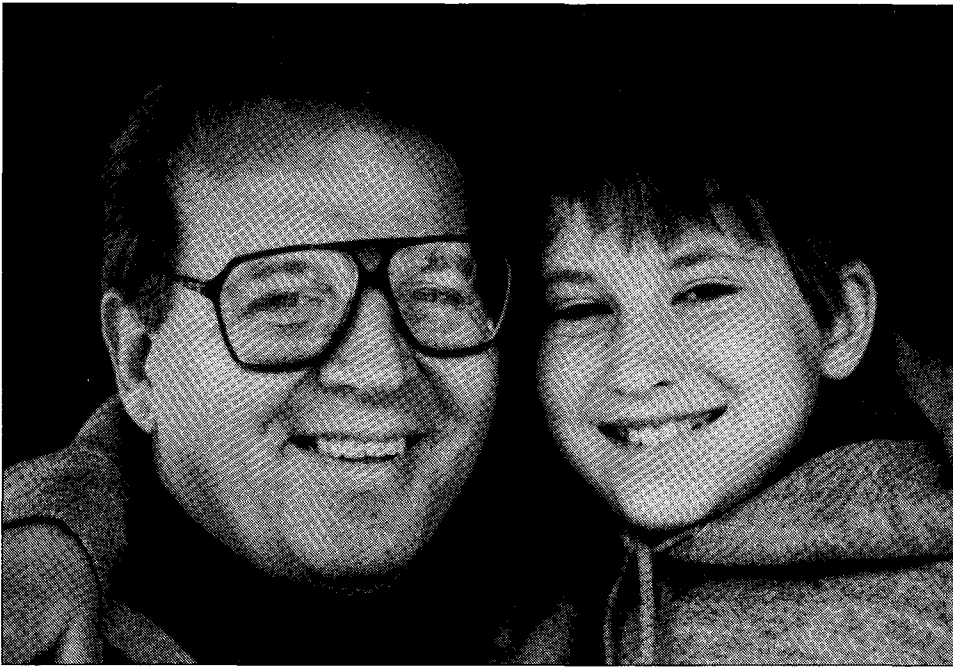
the public and private sector about the role of wellness in their lifestyles, the value of leisure time, and the convenience of the employee store.

ESM: Your involvement in NESRA is impressive. You've served as President of your local chapter, the League of Federal Recreation Associations, Region II Director, Vice President of Fitness and Health, Certification Chairman, and Vice President of Public and Government Affairs. How has your leadership and involvement in NESRA enhanced your career? What advice would you give to encourage others to become involved in NESRA on any level, be it local or national?

SCHOOLS: It's simple. We learn from each other—we must challenge ourselves to grow. We learn from doing, not watching; we gain more from giving than receiving. For our voices to be heard, we must become involved. If you want your programs to grow, you must ask the right questions. NESRA is a great forum for lessons in life. It gives you exposure, allows you to share yourself and your ideals—hopefully developing your coworkers' potential as well as your own. At a chapter level, get involved—serve or chair a committee and you'll begin the learning process; how to work with people. You'll feel a sense of accomplishment.

ESM: NESRA recently added a new Employee Store Section Membership. As the manager of five employee stores, how do you feel NESRA can address the interests of this membership group?

SCHOOLS: This section, which I hope is the beginning of three or four additional sections, addresses a specific need. Many of our employee services administrators are new to retailing. We need to teach basics: How to price; what is open-to-buy; how to merchandise; what the best trade shows to attend are; how to



Randy and a new friend at Camp Fantastic, a summer program for children undergoing treatment for cancer.

market and promote products; how to handle daily logistical items (getting bags, store fixtures, forms for daily reports, inventory). These are just the beginning points for education. Some of our members really have grown by taking on the profit-and-loss responsibility of a retail operation. The employee store section will allow members to gain specific knowledge which will help the members' programs grow. As in all of NESRA's programs, it will be a sharing concept—those who have will help those who don't. All will learn.

ESM: What do you enjoy in your spare time?

SCHOOLS: I'm a new parent, and needless to say I am in love with my son, Bradley. Spare time these days is spent playing on the floor; I try to make my time at home quality time. My wife Barbara is special—just for putting up with me and the hours I donate to programs at NIH: Special Love for children with cancer, Friends of the Clinical Center and the Children's Inn at NIH, a 36-room 'home away from home' for chronically ill children. This is a \$5 million project with money raised

through the private sector. During many of my weekends, I become involved in some way with programming or fundraising. To let the stress go, I still play on an NIH softball team, ski in the winter, and jog and workout three to four times a week. Also, I enjoy reading about current affairs in depth.

ESM: Tell us about Randy Schools?

SCHOOLS: I'm lucky. I come from a loving family and have been able to work with a group of loving individuals on my staff. We really do try to help each other out. I've been fortunate to have a life filled with many good times. I've been a counter-intelligence agent for the Department of Army and worked as a buyer for a local retail chain. I have a Bachelors degree in Business from the University of Baltimore and a Masters in Liberal Studies from Georgetown. I've gotten a great deal of inner satisfaction from the growth of Camp Fantastic, one of the activities funded by the Special Love program—now over 250 families are involved. From that program grew the Children's Inn at NIH.

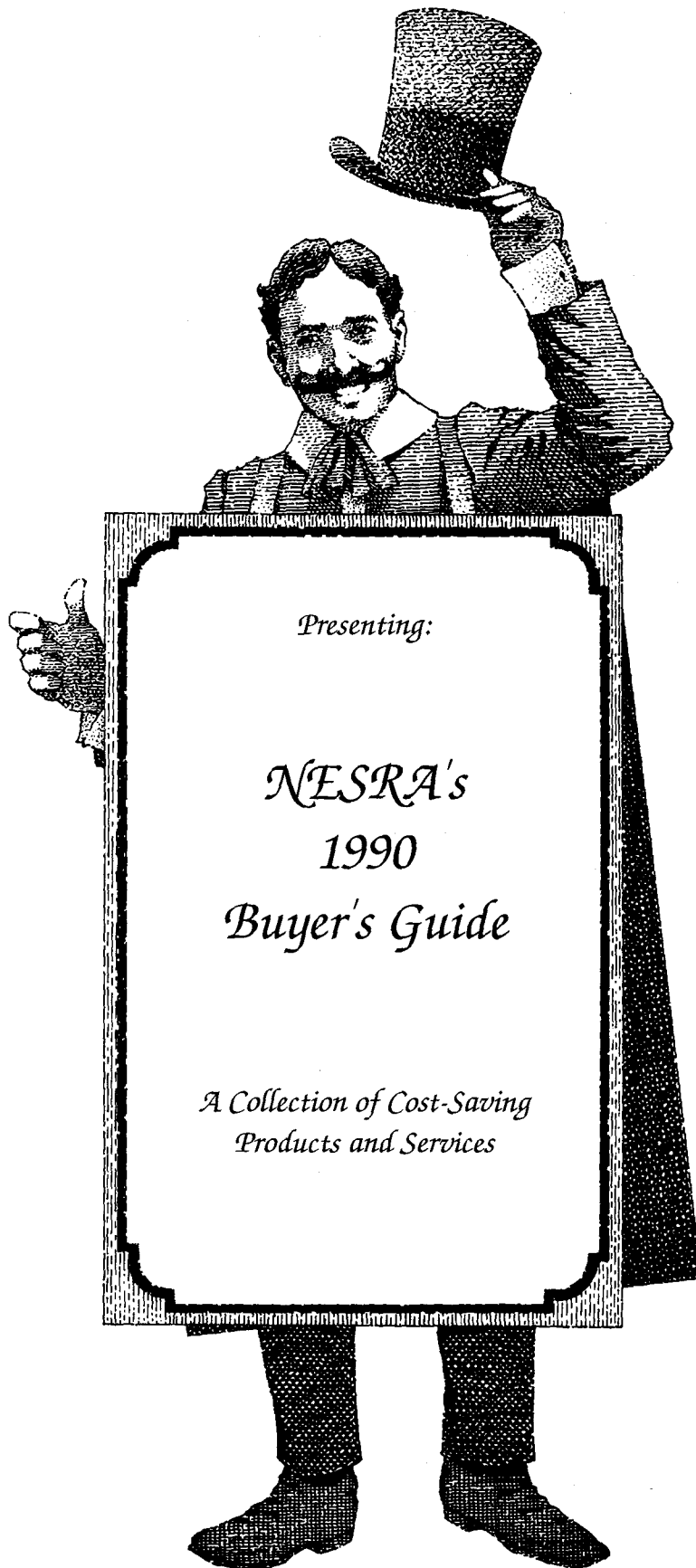
ESM: What would you like to be remembered for after your term as President is complete?

SCHOOLS: That the NESRA restructuring got more people involved. That people learned from their involvement and that transpired into more programs and better communications about our role in corporate life. I want people to feel at ease. I look forward to working with the Board of Directors, President-Elect Bob Pindroh and the new national and regional officers. I hope to gain their respect, listen to their ideas and increase the awareness of our roles in the workplace.

ESM: As we move from the '80s to the '90s, what do you think the future holds for NESRA?

SCHOOLS: As the '70s belonged to finance, the '80s to marketing—the '90s will be the era of human resources. Corporate life in America will learn to exist with fewer employees. These employees must be valued—that's our role. We want them to care about their wellness; we want them to be active; we want them to save money; we want them to learn—simple as that. They will then be more productive, giving a brighter picture for corporations. Bottom line: More programs will develop out of concern for dependent care, fitness and employee stores. Our challenge is to make CEOs aware of our role and its importance in the growth of their vision for their companies. Employees of the 1990s will be flexible, international and older. Our role will be to nurture their strengths and increase their productivity. NESRA must challenge itself with new goals and objectives, further developing the strategic vision that we are a viable part of human resources management.





AWARDS/ RECOGNITION GIFTS

AWARDS BY KAYDAN

909 Main St.
Antioch, IL 60002-1508
(708) 395-2900
Contact: Daniel Dreyer

COMMERCIAL CORPORATE SERVICES

6407 Cecilia Circle
Bloomington, MN 55435
(612) 941-0424
(800) 456-3065
Contact: Mark Pallansch

Commercial Corporate Services provides complete program development and implementation of service award programs and retirement award programs.

EMBLEM & BADGE, INC.

859 N. Main St.
P.O. Box 6226
Providence, RI 02940
(800) 556-7466
Contact: Bill Melzer

Emblem & Badge provides many facets of service award programs from plaques to lucite embedments to customized advertising specialties. Send for a free 52-page catalog. NESRA members receive up to 75 percent off listed prices.

J.B. BENTON ADVERTISING, INC.

P.O. Box 1778
120 Route 9W
Englewood Cliffs, NJ 07632-0778
(201) 592-1510
Contact: Mary A. Catona

NORTH AMERICAN MARKETING CORP.

100 Sanrico Dr.
Manchester, CT 06040-0101
(203) 649-3666
Contact: Gary Tampone

North American Marketing Corp. specializes in wholesale toys especially for children's holiday parties.

ONEIDA SILVERSMITHS

Kenwood Station
Oneida, NY 13421
(315) 361-3211
Contact: Bill Hicks

Oneida Silversmiths offers silver-plated holloware, stainless steel flatware, sterling flatware, silver-plated flatware, crystal and cutlery to NESRA members at discounts of up to 60 percent.

OVATION AWARDS, INC.

44 Lehigh Ave.
Paterson, NJ 07503
(201) 345-1008
Contact: William Barra

ZOOROB FINE JEWELRY & DESIGN

19 N. Tejon St.
Suite 100
Colorado Springs, CO 80903
(719) 635-4367
Contact: George Zoorob

FAMILY ENTERTAINMENT/ ATTRACTIONS

ALL AMERICAN BOWLING CORP.

2675 Paces Ferry Rd.
Suite 300
Atlanta, GA 30339
(404) 433-2222
Contact: Dan Rochin

All American Bowling Corp. offers free group bowling parties and special prices for NESRA members in bowling centers throughout the country.

AMERICAN POOLPLAYERS ASSOCIATION, INC.

1000 Lake St. Louis Blvd.
Suite 325
Lake St. Louis, MO 63367
(314) 625-8611
Contact: Phil Martin

American Poolplayers Association, Inc. offers a nationwide program of Amateur Handicapped Billiard Leagues. Ladies and gentlemen, regardless of their ability,

can enjoy this top recreational sport in a team format.

BILTMORE ESTATE

One N. Pack Sq.
Asheville, NC 28801
(704) 255-1712
Contact: Keith Yeatman

The Biltmore Estate offers NESRA members an employee discount to the "Biltmore House" through a direct purchase program as well as consignment program. For more details, please call or write.

BRUNSWICK RECREATION CENTERS

One Brunswick Plaza
Skokie, IL 60077
(708) 470-4125
Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

FLORIDA'S SILVER SPRINGS/ FLORIDA'S WEEKI WACHEE

P.O. Box 370
Silver Springs, FL 32688
(904) 236-2121
Contact: Lannie Avery

Silver Springs offers you a voyage on a jungle safari, a breathtaking ride on a world famous glassbottom boat and Florida's largest exotic animal petting park. The mermaids of Weeki Wachee perform beautiful underwater shows and thrilling free flying birds of prey shows.

KINGS ISLAND

c/o Group Sales
Kings Island, OH 45034
(513) 398-5600
Contact: Jerry Greager

Kings Island offers a 1,600-acre family entertainment center, with seven-themed areas, over 100 rides, attractions, shows and WaterWorks, a 12-acre wet and wild water playground. Discounts are available for the golf/tennis sport center, college football hall of fame, motels, campgrounds, and the outlet mall.

MARINE WORLD AFRICA USA

Marine World Pkwy.
Vallejo, CA 94589
(707) 644-4000 ext. 228
Contact: Cyd Antang-Scheer

Marine World Africa USA is a one-of-a-kind wildlife park and oceanarium. It is home to a wide variety of animals of land, sea and air. Marine World's Wild Card Club is a free employee/member discount program that entitles card holders and guests to a 15-30 percent discount (depending on season) on park admission.

MEADOWLANDS ARENA

P.O. Box C-200
E. Rutherford, NJ 07073
(201) 460-4114
Contact: Norine E. Barnett

The Meadowlands Sports Complex—Meadowlands Arena, Giants Stadium and Meadowlands Racetrack—is America's number one sports and entertainment address offering the finest year round in professional sports, college and amateur athletics, concerts, family shows, Indy car racing, thoroughbred and harness racing, and other special events. Group discounts are available.

MEDIEVAL TIMES DINNER AND TOURNAMENT

7662 Beach Blvd.
Buena Park, CA 90620
(714) 634-0213
Contact: Jim Lennartson

Medieval Times offers a special \$2.50 discount coupon available for NESRA members, good for all performances except Saturdays. Come see the show, cheer the brave knights on horseback who compete in daring tournament games, jousting matches and sword fights.

MOUNTAIN RIVER TOURS, INC.

P.O. Box 88, Sunday Rd.
Hico, WV 25854
(800) 822-1386
Contact: Susan Whitt

Mountain River Tours, Inc. offers adventurous whitewater rafting, fishing and scenic float trips. Call for free information on an employee discount program.

MYSTERY CAFE DINNER THEATER

288 Berkeley St.
Boston, MA 02116
(617) 262-1826
Contact: David Goldstein

Mystery Cafe Dinner Theater offers murder shows for any function. Theaters are located in Atlanta, Boston, Cambridge, Dallas, Chicago, Tampa, Minneapolis, Sacramento, Worcester and Philadelphia.

NEW YORK YANKEES

Yankee Stadium
Bronx, NY 10451
(212) 293-4300
(212) 293-6013
Contact: Deborah A. Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Tours of Monument Park are also available.

QUEEN MARY & SPRUCE GOOSE ATTRACTIONS

P.O. Box 8
Long Beach, CA 90801
(213) 435-3511 Ext. 1252
Contact: Joyce Guibord

Queen Mary & Spruce Goose Voyager Club offers members a 20 percent savings on combination attraction tickets and Hotel Queen Mary lodging, as well as 10 percent savings on selected merchandise. Larger discounts are offered on attraction admission during selected time periods. This program is free to employers and employees (minimum 200).

SAN DIEGO ZOO AND SAN DIEGO WILD ANIMAL PARK

P.O. Box 551
San Diego, CA 92112-0551
(619) 557-3966
Contact: Mary Lou B. Antista

San Diego Zoo and San Diego Wild Animal Park offers Zoofari Club discount cards, ticket or voucher programs, catered events and behind-the-scene tours.

SEA WORLD

1720 S. Shores Rd.
San Diego, CA 92109
(619) 226-3845
Contact: Anthony Flores

All four Sea Worlds, located in California, Florida, Ohio and Texas, offer several entertainment options for companies promoting Sea World discounts to their employees. Choose from a company-sponsored picnic catered by Sea World, company discount days, or its official membership discount club, The Shamu Club. Each discount program is designed to fit the needs of individual recreation programs.

SHEAR MADNESS

National Sales Office
74 Warrenton St.
Boston, MA 02116
(800) 992-9035
(617) 451-0195
Contact: Janis B. James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, Washington D.C., Houston, Kansas City, and Toronto. Generous group discounts are available. Now booking through 1990!

UNIVERSAL STUDIOS FLORIDA

1000 Universal Studios Plaza
Orlando, FL 32819
(407) 363-8214
Contact: Randy Gerber

The Universal Studios Florida "Fan Club," an exciting new program offered free to companies with 100 or more employees, will offer special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

UNIVERSAL STUDIOS HOLLYWOOD

100 Universal City Plaza
Universal City, CA 91608
(818) 777-3791
Contact: Sharon Goldman

Tour the busiest studio in the world as a member of the Universal Studios Hollywood "Fan Club." Experience "Earthquake—The Big One!" and stroll down real movie sets on The Streets of the World. Come see the Hollywood magic!

WALT DISNEY'S
MAGIC KINGDOM CLUB
P.O. Box 4489

Anaheim, CA 92803
(714) 490-3200
Contact: Lisa Hiatt

Walt Disney's Magic Kingdom Club offers a variety of Disney leisure benefits and programs at Disneyland, Walt Disney World, and Tokyo Disneyland to employees of more than 25,000 participating organizations throughout the U.S., Canada, Mexico and the Orient.

WET'N WILD, INC.
6200 International Dr.
Orlando, FL 32819
(407) 351-1800
Contact: Niki Karr

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington, TX; offering a 15 percent Sun'n Surf Club discount to NESRA members at all locations.

WISCONSIN DELLS VACATION CLUB
P.O. Box 65
Wisconsin Dells, WI 53965
(608) 253-3031
Contact: Thomas Diehl

FITNESS EQUIPMENT/ FACILITIES/ SERVICES

BSN SPORTS
P.O. Box 7726
Dallas, TX 75209
(214) 484-9484
(800) 527-7510
Contact: Bobby Parks

America's largest factory direct sports manufacturer, BSN Sports, is a distributor of over 3,000 sports and recreation products. Call or write for a free 140-page catalog and see our full line of leather and rubber balls, gym mats, court dividers and game tables.

HEALTH EDCO
P.O. Box 21207
Waco, TX 76702-1207
(817) 776-6461
Contact: David Patton

Health Edco, a division of WRS Corporation, manufactures and markets a wide variety of health education materials including drug education, cancer prevention, sexually transmitted diseases, and other topics. This information is available in the form of videos, booklets, charts, models, and other media.

HILLERICH & BRADSBY CO., INC.
P.O. Box 35700
Louisville, KY 40232
(502) 585-5226
Contact: Susan Riney Clark

Hillerich & Bradsby Co., Inc. is a manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielder's gloves, equipment accessories and Power Bilt® golf clubs, equipment and accessories. Call for more information.

MUSCO SPORTS LIGHTING, INC.
2107 Stewart Rd.
P.O. Box 14
Muscatine, IA 52761
(319) 263-2281
Contact: Luann Schillig

Musco Sports Lighting manufactures lighting systems for recreation and athletic fields. Musco offers design, installation and financing of sports field lighting systems featuring trespass and light pollution control.

QUALITY INDUSTRIES, INC.
215 W. Mechanic St.
Box 768
Hillsdale, MI 49242
(517) 439-1591
Contact: Keith Addleman
Larry Moore

Quality Industries, Inc. features park and playground equipment.

UNIVERSAL GYM EQUIPMENT INC.
930 - 27th Ave. S.W.
Cedar Rapids, IA 52406

(319) 365-7561
(800) 553-7901
Contact: Barb Christopherson

Universal Gym Equipment, Inc. manufactures a complete line of single-and multi-station weight training equipment, free weights and aerobic equipment including Monark exercise bikes, computerized AerobiCycle exercise bikes, ComputeRow rowing machines and TreDEX treadmills.

HOTELS/RESORTS

BEST WESTERN MARDI GRAS INN
3500 Paradise Rd.
Las Vegas, NV 89109
(702) 731-2020
(800) 634-6501
Contact: Judy Di Pietro

The Best Western Mardi Gras Inn features Best Western's mini-suite concept. Every room is at least 415 sq. ft. with a separate living room and a wet bar. The resort atmosphere and proximity to shopping, sports, gambling and entertainment make this hotel a guest-pleaser!

COLONY PLAZA HOTEL
2600 W. Hwy. 50
West Orlando (OCOE) FL 32761
(407) 656-3333
(800) 821-0136 (U.S. and Canada)
Contact: Carol Correia
Robin Boyd

Colony Plaza Hotel, located 20 minutes from Walt Disney World, has a swimming pool, lighted tennis courts, a lounge, coin-operated washers and dryers, and free airport pickup (with reservations and 48-hour notice). When accompanied by parents, children under 18 stay free and children under 12 pay \$1 per meal. A \$38 room rate (for one to four persons) is available to NESRA members.

COMPRI HOTELS
2000 14th St. N.
Suite 780
Arlington, VA 22201

(703) 524-2206

Contact: Jacqueline Swinney

Compri Hotels consist of 25 hotels across the U.S. with full cooked-to-order breakfast, hosted director's reception, late-night snacks, all included in room rates. Meeting rooms are available to accommodate eight to 60 people. Special weekend and meeting packages are also available. Call for details.

THE COTTAGES RESORT & CONFERENCE CENTER

P.O. Box 7528

Hilton Head Island, SC 29938

(803) 686-4424

Contact: Christian T. Beck

DAYS INN/DAYS HOTELS OF SOUTHEAST FLORIDA

2300 45th St.

West Palm Beach, FL 33407

(407) 689-0450

Contact: Lori W. Wolin

Days Inn/Days Hotels of Southeast Florida offer four diverse hotels. Two oceanfront resorts, in Vero Beach and Hollywood, and two convenient hotels, in Ft. Lauderdale and West Palm Beach, minutes from the beach. NESRA members receive special discounts.

DAYS INN/DAYS SUITES- EAST OF MAGIC KINGDOM & EPCOT

5820 W. Irlo Bronson Hwy.

Kissimmee, FL 34746

(407) 396-7900

Contact: Nancy Sellers

Yamile Rivera

The newly renovated Days Suites offers 614 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates: \$45-\$75 at Days Suites and \$34-\$58 at Days Inn. Subject to availability.

EMBASSY SUITES, INC.

3890 W. Northwest Hwy. #200

Dallas, TX 75220

(214) 350-6442

Contact: Jennifer Yaklin

The 94 Embassy Suites hotel locations offer two-room suites, living room and

private bedroom for the price of a standard hotel single. Complimentary, full cooked-to-order breakfast every morning and complimentary beverages (subject to state and local laws) every evening are available. Airport transportation is provided at most locations.

THE ENCLAVE SUITES AT ORLANDO

6165 Carrier Dr.

Orlando, FL 32819

(407) 351-1155

Contact: Diane C. Murphy

The Enclave is a 321-room all-suite property located off of International Dr. in Orlando. All rooms come with fully equipped kitchens and private balconies which overlook Little Sandy Lake. Located near all attractions, the airport, shopping and golf, the hotel features an "all seasons" recreation facility. NESRA members receive a 25 percent discount off normal rates all year.

FLAMINGO HILTON HOTEL

3555 Las Vegas, Blvd. S.

Las Vegas, NV 89109

(702) 733-3111

Contact: Mitchell R. Klock

FRIDEN HOTEL CO.

2020 Alameda Padre Serra

Santa Barbara, CA 93103

(805) 963-9715

Contact: Richard I. Lidz

Friden Hotel Co. consists of the following hotels: El Encanto Hotel and Garden Villas, Santa Barbara, CA; The Inn at Morro Bay, Morro Bay, CA; Quaker Square Hilton Inn, Akron, OH; Sheraton Hotel and Conference Center, Lakewood, CO; Phoenix Airport Hilton, Phoenix, AZ; Pittsburgh Airport Hilton Inn, Pittsburgh, PA; Spa Hotel and Mineral Springs, Palm Springs, CA; Hilton Inn West, Akron, OH; Kronborg Inn, Salvang, CA.

GULFSHORES HOTEL MANAGEMENT/AREA SALES OFFICE

2400 Beach Blvd.

Biloxi, MS 39531

(601) 388-3551 ext. 812

Contact: Darby Ann Trovato

HILTON HOTELS CORP.

9336 Civic Center Dr.

Beverly Hills, CA 90209

(213) 278-4321

Contact: Robert E. Dirks

Hilton Hotels Corporation offers sleeping rooms, restaurants, catered banquets, meeting and exhibit space.

HILTON INN FLORIDA CENTER

7400 International Dr.

Orlando, FL 32819

(407) 351-4600

Contact: Lani K. Hendricks

The Hilton Inn Florida Center is located within walking distance of International Drive's many shops and restaurants. The hotel features two pools, two lounges, restaurant, deli, playground and mini-shopping mall. It is only six miles from Walt Disney World's entrance, three miles from Sea World and just minutes from all other major attractions. Children may stay free with parents, regardless of age. Call for information on NESRA room rates.

HILTON INN GATEWAY

U.S. 192

Kissimmee, FL 32741

(407) 396-4400

Contact: Rose Watkins

The Hilton Inn Gateway is ideally located one mile from the main entrance to Walt Disney World/Epcot Center and only minutes from most major attractions. The hotel features two pools, 18-hole miniature golf course, children's playground restaurant, coffee shop/deli bar, piano bar lounge and pool bar. Transportation is available to all major attractions.

HOLIDAY INNS INT'L

3796 Lamar

Memphis, TN

(800) HOLIDAY

(901) 362-4755

Contact: Laurie Cardenuto

Call Holiday Inns' toll free number (or call hotels directly) for discount rates on hotel room only packages offered in Orlando, Cocoa Beach, and Miami, FL and in Nashville, Knoxville, and Chattanooga, TN. Brochures are available upon request.

HOLIDAY INN MAIN GATE EAST
5678 Irlo Bronson Memorial Hwy.
Kissimmee, FL 34746
(407) 396-4488
(800) FON-KIDS
Contact: LuAnn Stadler

Family atmosphere—family fun, it's all here at the Holiday Inn Main Gate East, located three minutes east of Walt Disney World Resort. The hotel has special rates for Florida Fun Club Members. In addition to its \$62 in-season rate, it also presents a special off-season rate of \$44 (from 1/7/90 to 2/10/90 and 4/22/90 to 6/09/90), and a super saving rate of \$38 (valid 8/26/90 to 12/22/90). Call for information on children's activities.

KARENA HOTELS, INC.
7100 Lake Ellenor Dr.
Orlando, FL 32809
(407) 240-7100
(800) 396-6935
(800) 447-7283 (group res.)
Contact: Richard Wilcoxon

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East. The Rodeway Inn Int'l Dr./Wet'n Wild is located in Orlando, FL and the Sheraton Grand Hotel is located in the Galleria, Houston, TX.

MARK 2100 HOTEL
2100 N. Atlantic Blvd.
Ft. Lauderdale, FL 33305
(800) 334-MARK
(305) 566-8383
Contact: Fred Speier

Located directly on 550 feet of beautiful palm-tree-lined Atlantic Ocean beach, the Mark 2100 Hotel offers an oceanfront Tiki Lounge, Swigwam patio bar, restaurant and lounge with entertainment nightly (except Mon.), and three pools. Choose from rooms, efficiencies, and suites, all of this is in one convenient location—where nothing comes between you and the ocean.

MAYFAIR SUITES HOTEL
7000 Roswell Rd.
Atlanta, GA 30328

(800) 255-3019
Contact: Melissa Morgan

Mayfair Suites Hotel, an all-suite Atlanta hotel, offers discounts of up to 60 percent on general room rates. Conveniently located near Atlanta attractions and shopping facilities, the hotel also features a playground, volleyball facility, and an Olympic-sized swimming pool. Complimentary transportation is available. Call for more information about the hotel's weekend program.

MILFORD PLAZA HOTEL
270 W. 45th St.
New York, NY 10036
(212) 869-3600
Contact: Jennifer Guttman

The Milford Plaza is a 1,300-room hotel in the heart of New York's theatre district, near corporate headquarters, the Javits Convention Center, fine dining and sightseeing. Corporate individual rates—\$88 single, \$100 double.

OLYMPIC AUTHORITY
Olympic Center
Lake Placid, NY 12946
(518) 523-1655
Contact: Laurie Colon

Olympic Authority resort features recreational and/or spectator use of all facilities built for 1980 Winter Olympic Games. These include: Alpine and cross country skiing, bobsled and luge passenger rides, and public skating. It also provides an opportunity to host a cocktail party atop a 90-meter ski jump tower. Spectator events can include ski jumping, freestyle skiing, bobsled, luge, hockey, etc.

**PARK SUITES CORP./
SARA HOTELS**
13131 N. Central Expy.
Suite 226
Dallas, TX 75243
(214) 234-3300
Contact: Carol Boren

Located in Dallas, TX; Nashville, TN; Jacksonville, Orlando North (Altmonte Springs) and Orlando, FL. Sara Hotels' full-service, all-suites properties feature fine dining including a complimentary American breakfast. The Sara Hotels also offer a variety of facilities including a pool, sauna,

steam room, whirlpools, and exercise equipment.

THE POINTE RESORTS
7500 N. Dreamy Draw Dr.
Suite 215
Phoenix, AZ 85020
(800) 528-0428
(800) 997-6000 (in Phoenix)
Contact: Karlene Reed

Outstanding vacation values are available at The Pointe Resorts in Phoenix, which features luxurious suites with wet bar and refrigerator, and management-hosted cocktails daily. Guests can also enjoy championship golf, tennis, fitness centers, horseback riding and swimming. Contact Karlene Reed for great seasonal values.

**PONCIANNA HOTELS dba
HOWARD JOHNSON FOUNTAIN
PARK HOTEL**
5150 W. Hwy 192
Kissimmee, FL 32741
(407) 396-1111
Contact: Tom Davis

**QUALITY INN KINGS ISLAND
CONFERENCE CENTER**
5589 Kings Mills Rd.
P.O. Box 425
Kings Island, OH 45034-0425
(800) 227-7100
Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

RAMADA RESORT MAINGATE
2950 Reedy Creek Blvd.
Kissimmee, FL 34746
(800) 447-SAVE
Contact: Richard Wilcoxon

Ramada Resort Hotel is a full-service hotel located a half-mile from the main

entrance to Walt Disney World. Ramada Resort features include two swimming pools, restaurant, lounge and tennis courts. Guests may purchase tickets to local attractions at the Guest Services Desk.

REGENCY SUITES HOTEL

975 W. Peachtree St.
Atlanta, GA 30309
(404) 876-5003
Contact: Dianne E. Butler

REGISTRY HOTELS AND RESORTS

16250 Dallas Pkwy.
Dallas, TX 75248
(214) 248-4300
Contact: Jim Bressler

Registry Hotels and Resorts, a collection of hotels and resorts across the U.S., are creators of the "Registry Vacation Travel Club" which involves 850 national companies and organizations representing over 500,000 travelers. Annual discounts are available with additional savings during traditional vacation time periods. Contact Mr. Bressler for further details.

RODEWAY INNS INT'L

3838 E. Van Buren
Phoenix, AZ 85008
(602) 273-4550 (Info.)
(800) 633-4100 (NESRA Reserv.)
Contact: Thomas R. Bogart

With over 160 locations coast to coast, Rodeway Inns provides clean, comfortable, affordable lodging. Call for information on NESRA discount.

SAM BOYD'S FREMONT HOTEL & CASINO

200 E. Fremont St.
Las Vegas, NV 89101
(702) 385-3232
(800) 634-6460
Contact: Ron Harrigan

Sam Boyd's Fremont Hotel & Casino is a 450-room hotel/casino located in the heart of downtown Las Vegas. It features three fine restaurants and a full-service casino offering all elements of gaming. Call for information on affordable rates.

SHERATON TUCSON EL CONQUISTADOR

10000 N. Oracle Rd.
Tucson, AZ 85704
(602) 742-7000
Contact: R.A. Vaughan

The El Conquistador, a self-contained luxury resort, features 440 rooms, four restaurants and four lounges. This facility also offers a spa, golf, tennis, and horseback riding. The 1990 rates are as follows: Jan. 1 to May 19—\$150; May 20 to Sept. 5—\$75; Sept. 6 to Dec. 31—\$115.

SHERATON LAKESIDE INN

7711 U.S. 192 West
Kissimmee, FL 32741
(407) 828-8250
Contact: Christine Theophilus

Sheraton Lakeside Inn, a 651-room resort one and a half miles from Walt Disney World's main gate, offers its guests free use of paddleboats on a private lake, three pools, playgrounds, game rooms, mini golf and tennis courts. The hotel has recently completed a 5 million dollar expansion project. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Please call the sales office to enroll your company.

SURFSIDE RESORTS

2500 N. Atlantic Ave.
Daytona Beach, FL 32018
(800) 874-6996
(800) 342-4902 (in FL)
(904) 672-0990
Contact: Sue Willis

The Best Western La Playa and the Howard Johnson Oceanfront are luxury hotels directly located on Daytona Beach and across the street from the largest beachside shopping center. There is a wide array of accommodations to choose from including oceanview or oceanfront rooms, efficiencies and suites. Both properties feature sun decks with Olympic size pools, hot tubs, and children's pools. Fine dining and entertainment, convention, meeting and banquet facilities are available. Discounts of up to 25 percent are available to NESRA members.

TOLLMAN-HUNDLEY HOTELS
DAYS OF THE WEST, INC.
1600 E. First St. - #100

Santa Ana, CA 92701
(714) 836-1633
Contact: Wayne Flute

TOLLMAN-HUNDLEY HOTELS

990 DeKalb Pike
King of Prussia, PA 19406
(215) 265-5000
Contact: Dan Logan

Tollman-Hundley Hotels is the largest franchise of Days Inns in the U.S. This region owns and operates discount hotel accommodations in Pennsylvania, Delaware, Wisconsin, Michigan, Minnesota, Kentucky, West Virginia and upstate New York. NESRA members should call direct for more information.

TOLLMAN/HUNDLEY HOTELS

2300 45th St.
West Palm Beach, FL 33407
(407) 689-0450
Contact: Lori D. Wolin

WESTIN HOTELS & RESORTS

2001 Sixth Ave.
Seattle, WA 98121
(206) 443-5274
Contact: Jim Weiss

Westin Hotels & Resorts' more than 65 hotels worldwide have won the *Travel/Holiday* award for the ninth year consecutively as the best hotel company in the U.S. and internationally. Our NESRA weekend packages offer discounts up to 50 percent. Some restrictions apply. Please call or write to receive more information, folders, or bulletin board posters (8 1/2" x 11").

WORT HOTEL & SPRING CREEK RANCH

P.O. Box 69
Jackson, WY 83001
(800) 327-2727
(307) 733-2190
Contact: Jeff Cleeland

Wort Hotel & Spring Creek Ranch offers a charter package including nonstop round-trip jet service from Burbank, CA (small fee required to fly out of other CA major cities), seven nights luxury accommodations at this hotel, five-day chairlift ticket at Jackson Hole Ski Resort, and Jackson Hole Airport transfers. Call for more information.

MERCHANDISE DISCOUNTS / FUND-RAISING PROGRAMS

**THE ALLAN R. HACKEL
ORGANIZATION, INC.**
1330 Centre St.
Newton Centre, MA 02159
(617) 965-4400
Contact: Rhonda Lushan-
Housman

The Allan R. Hackel Organization, Inc. offers you the opportunity to purchase from a broad inventory including artwork (signed and numbered lithographs and serigraphs); electronic equipment, components, computers, software, "Ath-leisure Wear" (sweatsuits, sweatshirts, jams, vests) with customized imprinting, etc.

AMERICAN CONCEPTS, INC.
13333 Lorain Ave.
Cleveland, OH 44111
(216) 252-8877
Contact: Candice A. May

American Concepts, Inc. offers discount houseware items for employee stores or discount programs.

ARIS-ISOTONER, INC.
417 Fifth Ave.
New York, NY 10016-2265
(212) 532-8627
Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Minimum order of \$100 per category is required.

AT&T CONSUMER PRODUCTS
5 Wood Hollow Rd.
Parsippany, NJ 07054
(201) 581-7218
(800) 334-4229
Contact: Sharon Mehary

AT&T Consumer Products provides a wide range of products from standard telephones to the most advanced telecommunications equipment which now offer more convenience and benefits

than before. The assurance of quality, performance, and reliability have made AT&T the right choice for more than 100 years.

BJ'S WHOLESALE CLUB
P.O. Box 3000
Natick, MA 01760
(800) BJS-CLUB
Contact: Gayle Gordon

BJ's Wholesale Club offers self-service, cash and carry membership designed to serve retailers, institutions, offices and groups of individual consumers by selling at wholesale prices.

BLACK & DECKER (U.S.), INC.
10 N. Park Dr.
P.O. Box 798
Hunt Valley, MD 21030
(301) 683-7115
Contact: Richard MacDonald

Power tools, lawn and garden equipment, workmates and accessories, car-care products, bench tools, hobby tools and many more labor-saving devices are available from Black & Decker.

BRANDEZ, INT'L
P.O. Box 328
Antioch, TN 37013
(615) 833-9242
(800) 333-9184
Contact: Earl Williams
Jocelyn Myers

Brandez Int'l features a variety of quality greeting cards from assortment packs to spinners and full department needs. This company also offers fine stationery, novel gifts, limited edition prints, Oriental products and other quality items featured in its 1990 catalog.

BRONSON VITAMINS
4526 Rinetti Ln.
La Cañada, CA 91012
(800) 521-3322
(800) 521-3323 (in CA)
Contact: Kathy Brunette

Bronson Vitamins offers a 10-30 percent discount on over 150 top-quality vitamin/cosmetic products via mail-order envelopes, employee stores or wellness programs. Recommended by doctors for 30 years, the program encourages employee

health, offers an unconditional guarantee and requires no administrative time or money.

CERTRON CORP.
5439 E. La Palma Ave.
Anaheim, CA 92807
(800) 854-3943
(714) 634-4280 (in CA)
Contact: Mark A. Winsberg,
SPHR

Certron Corp. offers a direct purchase program featuring such items as Nintendo/Sega game storage units, compact discs, video and audio cassettes, floppy diskettes plus its own name brand video and audio cassettes and floppy diskettes. NESRA members can save an average of up to 65 percent off retail with orders of a \$100 minimum. Call for further information.

**CHALLENGE - THE ULTIMATE
CORPORATE GAMES**
330 B Distillery Commons
Louisville, KY 40206-1919
(502) 581-1881
Contact: Emilie A. Pinto

Challenge offers sports/fitness competition directed to corporate America and designed to be a charity fund raiser. Companies form teams of employees (20 members; 10 men, 10 women) to compete in both serious and fun athletic events. NESRA members receive 25 percent off any entry fee level (based on company size) if they would like to participate in their local Challenge competition. Call for details.

**CHERRY HILL FURNITURE
CARPET & INTERIORS**
P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(800) 888-0933
(919) 882-0933
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available. Call (800) 328-0933 for quotations and a free brochure.

THE CORPORATE CLUB
222 Piedmont Ave. NE
Atlanta, GA 30308
(404) 653-1303
Contact: Catherine Moore

The Corporate Club offers the manufacturer's mail order apparel catalogue to companies as an employee benefit. The catalogue features apparel items at 40 percent or more off comparable retail prices.

CORPORATE JEWELRY CLUB
631 S. Olive St.
3rd Floor
Los Angeles, CA 90014
(800) 932-0800
(213) 623-4648 (in Los Angeles)
Contact: Wade Watson

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund of all sales.

CRANKY YANKEE
213 Poskus St.
Stoughton, MA 02072
(617) 344-4521
Contact: Alan Litwack

Cranky Yankee offers plush products such as toy bears and cats.

C.S.C. MARKETING, INC.
**COMPANY STORES/
EMPLOYEE SALES**
9840 Monroe
Suite 110
Dallas, TX 75220
(214) 350-6706
(800) 284-0204
Contact: W.O. Smithers Jr.

C.S.C. Marketing offers electronic items on consignment such as telephones, toys, watches, and calculators. Rugs and many other gift items.

DIAMONAZE CO.
100 W. 94th St.—24E
New York, NY 10025
(212) 866-1441
Contact: David J. Selznick

Diamonaze offers a 75 percent discount from retail prices on exclusive imports, faux pearls and cubic zirconium jewelry, tennis bracelets, and First Lady's pearl chokers. Samples are available for evaluation and return.

EMPLOYEE TRAVELGEAR
80 Seaview Dr.
Secaucus, NJ 07094
(201) 348-8900
Contact: Ron Morehouse

Employee TravelGear offers unique, no cost programs that allow NESRA representatives to offer employees designer luggage at incredible savings. Save up to 75 percent off nationally advertised brands, such as Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, John Weitz, Pan Am and other quality names.

**ENCYCLOPAEDIA BRITANNICA
U.S.A.**
310 S. Michigan Ave.
Chicago, IL 60604
(312) 347-7306
Contact: Ralph Alleman

Encyclopaedia Britannica offers an income-producing opportunity to NESRA members through use of inserts/state-ment stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

**ENTERTAINMENT
PUBLICATIONS, INC.**
2125 Butterfield Rd.
Troy, MI 48084
(313) 637-8400
Contact: Shirley G. Schmitz

Entertainment Publications, Inc. publishes Entertainment® and/or Gold C Saving Spree® coupon books in over 100 U.S., seven Canadian and four foreign markets. Its books contain hundreds of 2-for-1 offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom premium products for corporations.

EVEREADY BATTERY CO.
35 Corporate Dr.
Trumbull, CT 06611
(203) 261-2162
Contact: R.E. Condon

Eveready Battery Co. supplies a full line of battery and lighting products.

**EXECUTIVE JEWELRY
BUYERS CLUB**
210 University Blvd.
Denver, CO 80206
(303) 388-3632
Contact: Steve Drouillard

THE FORSCHNER GROUP
151 Long Hill Crossroads
Shelton, CT 06484
(203) 929-6391 (in CT)
(800) 243-4302
Contact: Robert C. Hirschfeld

The Forscher Group offers Swiss army pocket knives to NESRA members as stock for company stores. Choose from 60 different models at discounted prices

**GRANDMA'S FRUIT CAKE/METZ
BAKING CO.**
P.O. Box 457
201 S. 5th St.
Beatrice, NE 68310
(800) 228-4030
Contact: Ron Young

Grandma's Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gifts, store resale items, fund-raisers, or employee discounted merchandise. NESRA members are entitled to a discount for employee groups. Samples and brochures are available upon request.

GROUP DISCOUNTS
P.O. Box 669
Bethel Park, PA 15102
(412) 831-4819
Contact: Jack Muse

Group Discounts offers magazine subscriptions at group discount rates for corporate employees. Most prices are lower than those offered direct from the publisher.

HARRIS & MALLOW, INC.
651 New Hampshire Ave.
Lakewood, NJ 08701

(201) 363-9400

Contact: Jim Frazier

Harris & Mallow, Inc. offers handcrafted wood decorator clocks, weather stations and electric indoor grills (smokeless).

J. G. DURAND INT'L

P.O. Box 5001, Wade Blvd.

Millville, NJ 08332

(609) 825-5620

Contact: Daniel Triot

J.G. Durand Int'l is a manufacturer of 24-piece lead crystal, glassware, dinnerware, cookware and other fine tabletop products. Fulfillment services are also available.

KRAFT PACKAGING CORP.

91 Ruckman Rd.

Closter, NJ 07624

(201) 768-0498

Contact: John Blankinship

Kraft offers a highly successful employee benefit or fund-raising program based on an exclusive line of gift wraps. Christmas and all-occasion collections of premium paper and coordinated accessories are priced well below retail level. This easy-to-manage program is backed with service refined by 30 years of experience.

**LMV LEASING/XEROX
FINANCIAL SERVICES**

121 Freeport Rd.

Pittsburgh, PA 15238

(412) 826-6882

Contact: Bob Gillner

LMV Leasing/Xerox Financial Services offers a unique vehicle leasing program with savings of up to 15 percent off retail prices.

LSB COMPANY, INC.

1261 Broadway

Suite 507

New York, NY 10001

(212) 725-2277

Contact: Gary Brill

LSB Company, Inc. is your source for logo items, for all your company special events including blood drives, picnics, and holiday season parties. We feature items such as our corporate teddy bear with a T-shirt, and

many other items that can be customized. Brand name merchandise from Gucci, Casio and Ralph Lauren are available for company stores and employee sales. Call for a free brochure.

MARTEC

80 Seaview Dr.

Secaucus, NJ 07094

(201) 348-8900

Contact: Ron Moorehouse

Martec offers luggage and travel merchandise at wholesale prices.

NATIONAL GOLD & SILVER

10 Selden St.

Woodbridge, CT 06525

(203) 387-0133

Contact: Charles Winn

THE PARKSIDE CORP., INC.

14400 Montfort Dr. #1105

Dallas, TX 75240

(214) 490-5504

Contact: James R. Lubniewski

The Parkside Corp., Inc. provides a fund-raising source for NESRA and nonprofit organizations by offering significant discounts on long distance residential telephone service used by their members. Members receive a discount of as much as 17 percent on their long distance telephone bills. Participating organizations receive ongoing compensation of 4 percent off long-distance revenue generated.

PERKS UNLIMITED, INC.

153 Main St.

Sayville, NY 11782

(800) 72-PERKS

Contact: Neil Cassidy

Perks Unlimited, Inc., a national/international supplier of corporate savings cards, will provide these cards to NESRA members at NO COST whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call (800) 72-PERKS and ask about our great fund-raising program!

REGALI, INC.

8131 LBJ Frwy.

Suite 350

Dallas, TX 75251

(214) 238-8830

Contact: Rupa Dutia

Regali, Inc., a manufacturing, wholesale company, offers quality merchandise at competitive prices. The company specializes in corporate logo pins and jewelry, incentive programs, and fine jewelry. Items can be sold in company stores or through discount programs.

RICHARD KASTNER CO.

130 S. Easton Rd.

Suite 207

Glenside, PA 19038

(215) 884-5592

Contact: Richard Kastner

Richard Kastner Co. sells promotional merchandise such as watches, clocks and radios. Call to request a free catalogue.

SEE'S CANDIES

3423 S. La Cienega Blvd.

Los Angeles, CA 90016

(213) 559-4911

Contact: Rosemary B. Robinson

**TEXAS INSTRUMENTS
CONSUMER PRODUCTS DIV.
EMPLOYEE SALES**

1001 E. Campbell Rd.

Richardson, TX 57081

(214) 680-5254

Contact: Joe Spinelli

Texas Instruments offers both employee club and employee store discount programs on all Texas Instruments calculators and educational toys such as "Speak & Spell." Customized fund-raising programs are also available. No minimum purchase is required and all products are first quality with one year factory warranty.

**UNITED BUYING SERVICE
INT'L, INC.**

2770 Summer St.

Stamford, CT 06905

(203) 357-1733

Contact: Carolyn Malis

The United Buying Service Discount Shopping Club offers your employees substantial savings on thousands of brand name items—including automobiles! United Buying Service now services over 300 NESRA member

companies. Call for details and ask for a NESRA account representative.

VITALE, INC.

**10501 N. Central Expy. #318
Dallas, TX 75231
(214) 368-6603
Contact: Francis Bosson**

Vitale, Inc. manufactures and designs fashions and special event jewelry including 14kt gold diamond and color rings, earrings, pendants and bracelets. Jewelry and programming is available for company stores.

PHOTOFINISHING

C.S. PHOTO

**47 Main St.
New Britain, CT 06050
(203) 229-2057
Contact: Bob McManus**

C.S. Photo offers full service film processing services, specializing in overnight services.

EMPLOYEE PHOTO SERVICE, USA

**180 Furler St.
Totowa, NJ 07512
(800) 524-1027
(201) 890-1803
Contact: Tom Kearns**

Employee Photo Service, USA offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, passport photo day and photographers for association functions. Find out why we say, "Employee Film Developing ...and much more!"

QUALEX INC.

**3000 Croasdaile Dr.
Durham, NC 27705
(919) 383-8535
Contact: Steve Pflum**

Qualex, Inc., a member of the Eastman Kodak Colorwatch system provides full service and high-quality photofinishing.

PROFESSIONAL SERVICES

DATAFLOW COMPANIES, INC.

**P.O. Box 1208
Durham, NC 27702
(919) 286-5509
Contact: Laura Irvin**

DataFlow Companies, Inc. offers a turnkey computer system including hardware and software for employee stores. The retail accounting management system offers IBM compatible hardware which can grow from a single station to 64 users. The fully integrated software features purchase order, inventory control and tracking, and point-of-sale with payroll deduction.

EMPLOYEE PRINTING SERVICES, INC.

**P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(708) 496-4900 ext. 222
Contact: Kay Hardy**

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All products are offered to NESRA members at a 40 percent discount.

FEDERAL PRINTING CO.

**270 Farmington Ave.
Suite 305
Farmington, CT 06032
(800) 333-6127
Contact: Leon S. Davidoff**

Federal Printing Co. offers fine wedding invitations and social stationery at a discount.

FUN SERVICES

**3815 S. Ashland Ave.
Chicago, IL 60609
(312) 847-2600
(800) 621-1570
Contact: Brian E. Russell
Carlos Barragan Jr.**

The franchise system of offices across the country helps people with company picnics and parties, and supplies a variety of games and

programs for both adults and children. Fun Services also specializes in premium, imprinted and fundraising items. To locate the office nearest you call (800) 621-1570.

KELLY COMMUNICATIONS

**410 E. Water St.
Charlottesville, VA 22901
(804) 296-5676
Contact: Brian King**

Kelly Communications provides timely, useful publications for managers and employees to help cut medical costs and improve productivity. Our publications include *Medical Benefits*, *HealthAction Managers*, *Health Resources*, *HealthAction*, *HealthSense* and *Prime of Life*.

LENSCRAFTERS

**8650 Governor's Hill Dr.
Cincinnati, OH 45249
(513) 583-6620
Contact: Natasha D'Sa**

LensCrafters extends to all employees, spouses and children a 20 percent discount of all products sold by LensCrafters. Choose from over 3,500 frames and high-quality glasses, custom ground in about one hour.

PANEL PUBLISHERS

**14 Plaza Rd.
Greenvale, NY 11548
(516) 484-0006
Contact: Maryellen Lo Bosco**

SPENCE RESEARCH, INC.

**5045 Franklin
P.O. Box 21207
Waco, TX 76702-1207
(817) 776-6461
Contact: Sandra Hengst**

SPORTING GOODS/ FITNESS INFORMATION

**AMATEUR SOFTBALL ASSOC.
OF AMERICA
2801 N.E. 50th St.
Oklahoma City, OK 73111-7201**

(405) 424-5266
Contact: Don E. Porter

AMERICAN BOWLING CONGRESS

5301 S. 75th St.
Greendale, WI 53129
(414) 421-6400
Contact: Jack Mordini

ABC is a voluntary membership organization which provides goods and services to its over three million members. Further, ABC works closely with all integers of the bowling industry for the betterment of the sport.

AMERICAN SKI ASSOC.
1888 Sherman St. Suite 500
Denver, CO 80203
(303) 861-7669
(800) 525-7669
Contact: Ellen Blackburn

CLUB INDUSTRY MAGAZINE
1415 Beacon St., C9122
Brookline, MA 02146
(800) 541-7706
(617) 277-3823
Contact: Karen Reynolds

Club Industry Magazine features articles on corporate fitness programs, new product information, and trends in the fitness and recreation industry. This company also sponsors Club Industry West and Club Industry '90 trade shows. Please write or call for complimentary subscription information and/or trade show information.

CORPORATE SPORTS MAGAZINE
9171 Wilshire Blvd.
Beverly Hills, CA 90210
(213) 858-7100
Contact: Ed Ayres

FITNESS MANAGEMENT MAGAZINE
Box 1198
Solana Beach, CA 92075
(619) 481-4155
Contact: Ed Pitts

Fitness Management Magazine provides information for the profitable management and professional program leadership of adult physical fitness centers. It regularly features exercise

science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

FITNESS RESEARCH CENTER
UNIV. OF MICHIGAN
401 Washtenaw Ave.
Ann Arbor, MI 48109
(313) 763-2462
Contact: Terri Goodman

The Fitness Research Center, University of Michigan, offers computerized health surveys including health-risk appraisal, lifestyle analysis, and other innovative health promotion services for your employees. Call for more information.

NATIONAL GOLF FOUNDATION
1150 S. U.S. Hwy. 1
Jupiter, FL 33477
(407) 744-6006
Contact: Pat Brady

NATIONAL RIFLE ASSOC. OF AMERICA
1600 Rhode Island Ave. N.W.
Washington, DC 20036
(202) 828-6152
(202) 828-6153
Contact: John J. Grubar

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs (rifle and pistol, hunting, etc.).

SPORTSWEAR

CHALK LINE, INC.
P.O. Box 38
Anniston, AL 36202
(205) 238-1540
Contact: Jerry Kernion

Chalk Line offers fashionable, yet functional styling in outerwear and

sportswear. This company also has innovative decorating capabilities that include direct embroidery, screen printing, sewn-on patches, tackle twill, mock chenille, and embroidered letters.

CHAMPION PRODUCTS, INC.
3141 Monroe Ave.
Rochester, NY 14618
(716) 385-3200
Contact: Ron Guarino

COLOR INK
1225 Morse Ave.
Chicago, IL 60626
(312) 262-0107
Contact: Bob Bush

Color Ink offers athletic apparel; logo items and weight equipment are also available. Call for more information.

DAMIN INDUSTRIES, INC.
12752 Woodlawn
Tustin, CA 92680
(714) 832-7808
Contact: Sam Vujnov

Damin Industries, Inc. is a direct manufacturer and distributor of decorated emblematic apparel, direct embroidery or silk screen garments including caps, T-shirts, polo shirts, fleece wear, jackets and sweatshirts. Typical discounts range from 15-20 percent off list price depending on quantities ordered.

DEMCO
1225 Morse
Chicago, IL 60626
(312) 262-0107
Contact: Bob Bush

Demco offers Russell athletic sports apparel and Mueller sports care products.

FLIGHT LINE CO.
23888 Madison St.
Torrance, CA 90505
(213) 373-0428
(800) 372-4359
Contact: Ann McNeeley
Alma Pink

Flight Line Co. offers custom logo T-shirts, caps, jewelry, glassware, mugs, visors and posters.

GEAR FOR SPORTS

16002 W. 110th St.
Lenexa, KS 66219
(913) 888-0535
Contact: Kirk Kowalewski

Gear for Sports features imprinted activewear, heavyweight fleece and related separates. Utilize their graphic and printing capabilities.

HANOVER/BOSTONIAN SHOE CO.

118 Carlisle St.
Hanover, PA 17331
(717) 632-7575
Contact: Jay Allie

Hanover/Bostonian Shoe Co. offers special savings of up to 40 percent on certain styles and brands of mens' and ladies' footwear. This company is also the supplier of the world famous "Sportech" walking shoe. Call for more information.

VELVA SHEEN MFG. CO.

3860 Virginia Ave.
Cincinnati, OH 45227
(800) 543-4950
(800) 582-7293 (in OH)
Contact: Joyce Fernandez

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

TRAVEL: CRUISE LINES/AIRLINES

AIR FRANCE

875 N. Michigan Ave.
Chicago, IL 60611
(312) 440-7915
Contact: Lee R. Young

CAMELOT CRUISE CENTER/ THE TRAVEL SPOT

109 South Ave. W.
Cranford, NJ 07016
(201) 272-5153
Contact: Karen Hannon

COMMODORE CRUISE LINE,

LTD.

1007 N. America Way
Miami, FL 33132
(305) 373-5502
Contact: James C. Curtiss

Commodore Cruise Line offers a seven-day Caribbean Cruise on the M/S Caribe ship which sails year round from the port of Miami to Puerto Plata, San Juan, St. John and St. Thomas. On selected dates, the M/S Caribe will sail to Ocho Rios, Grand Cayman, Cozumel and Playa Del Carmen.

CRUISE-A-WAY TRAVEL & TOUR CO., INC.

4 Old Farm Ct.
Glen Head, NY 11545
(516) 759-4956 (NYC, Nassau & Suffolk)
(800) 448-6871
Contact: Salvatore Anselmo

Cruise-A-Way Travel & Tour Co., Inc. offers savings on cruises and package tours. Group rates for individuals on selected cruise lines are also available.

THE CRUISE CO.

573 Hanover Ave.
Staten Island, NY 10304
(800) 548-9695
(718) 720-9182 (in NY)
(201) 506-7714 (in NJ)
Contact: Andrew Sama

The Cruise Co. offers cruises and fly/cruise programs with various getaways and destinations at discounts of up to 40 percent and sometimes more for NESRA members.

THE CRUISE LINE, INC.

260 N.E. 17th Terrace
Suite 201
Miami, FL 33132-1116
(800) 777-0707 (in FL)
(800) 327-3021
Contact: Joseph de Sousa

The Cruise Line, Inc. offers a special toll-free number to NESRA members and their employees, (800) 777-0707. By calling this number, employees can receive up-to-the-minute information on the latest cruise bargains, price quotations, and expert cruise vacation planning. They can also order a complimentary copy of "World of Cruising

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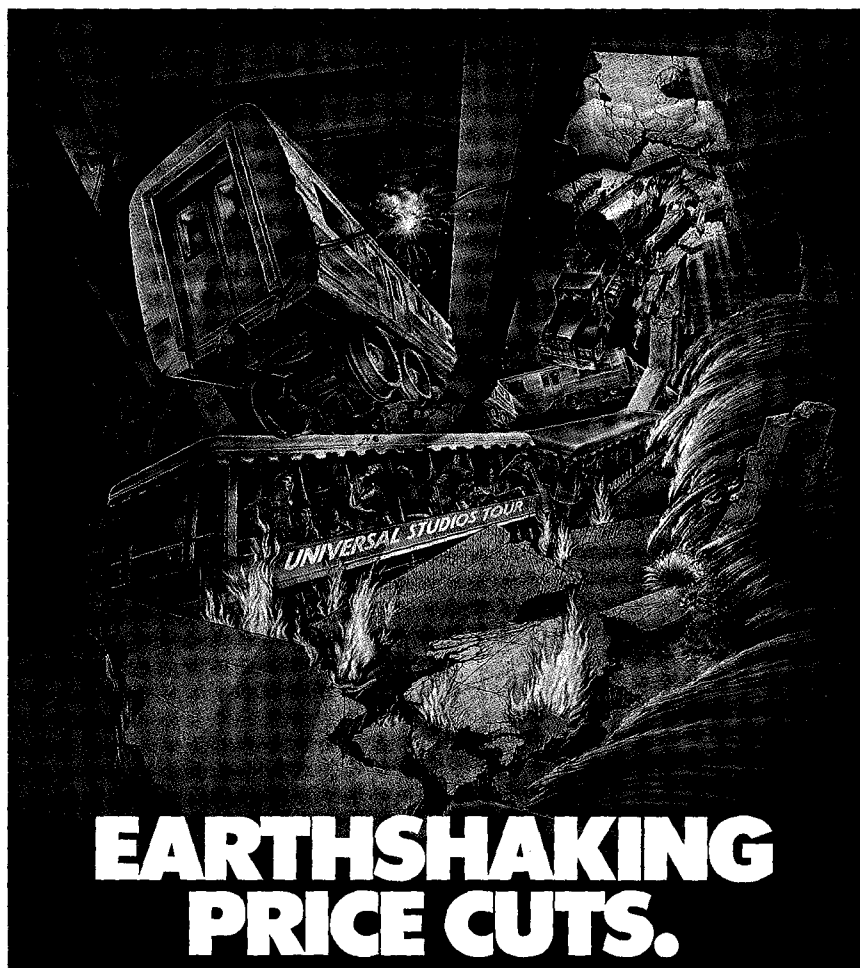
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Staffing Your Employee Store

by Dennis M. Mullen

Typical employee store customers only have a few minutes to do their shopping. They are usually on their lunch breaks, trying to squeeze in a small task like dropping off film for processing or picking up a couple movie tickets. They are in a rush, with five or six minutes to complete their shopping and get back to work. Delays due to long lines or slow personnel could mean losing customers. Prompt and courteous service from the store personnel is essential to any employee store.

The task of finding, training and keeping quality personnel is one of a manager's more important responsibilities. While the other elements of a store operation are also important—such as merchandising, design, etc.—only a quality staff can ensure a healthy store for any length of time.

Building a strong personnel base doesn't happen overnight. The Pratt & Whitney Aircraft Club, Inc., in East Hartford, Connecticut has operated its store for 10 years. During that period, the level of success has fluctuated. Initially the sales operations started with film processing, consignment and advanced order sales or selected item promotions. Today, sales exceed a million dollars annually, with five store locations, three full-time and seven part-time employees. Our growth has been modest in comparison to other stores, but our small, "family run" type of operation has met our goals for producing revenue while providing a valued service. During that time there have been a number of staff changes and certainly many lessons learned. Through these lessons we have learned, among other things, the factors involved in hiring and retaining an employee store staff.



There are many options and resources to consider when choosing a staff. For example, consider hiring former employees to work in the employee store. Retirees are dependable and may be interested in coming back to their old place of employment. They enjoy seeing old friends and interacting with people and they appreciate the extra spending money they can earn.

Volunteer personnel may also successfully serve customers—but a limited staff should not depend too heavily upon volunteers. They are more appropriately used to assist or support employees. Volunteers typically participate because of the enjoyment and satisfaction they derive from the experience. Give them the same care and respect you give your employees.

If, in the evolution of your store, you decide to hire a store manager, you must find someone with the education, experience and integrity you require. Consider using a personnel agency specializing in retail job placements.

Such personnel agencies operate on a fee basis which fluctuates with the pay scale, a standard practice in the industry. For a position that pays within the range of \$20,000 to

\$25,000, an agency may charge 25 percent of the annual wage at the completion of the process. It may seem a stiff price to pay, but the expertise gained and the time saved will be worth the expense.

The agency's involvement with the initial screening process will allow you to prepare for the interviews properly. Depending on the number of candidates you interview, the process may take weeks to find the right person. Despite the time commitment, please don't be tempted to take shortcuts and rely upon your gut instincts. Collect the facts from the candidates and their former employers. Determine why a candidate left a previous position. The former employer's perspective may be entirely different from the candidate's presentation. This information may work either for or against the candidate. It is most prudent to learn about any potential conflicts at this stage rather than after you have hired the person.

At Pratt & Whitney Aircraft Club, Inc., we hired a personnel agency to evaluate the store procedures, policies and controls, as well as to prepare a complete job description for the manager's position. The agency charged an initial fee of \$1,500. Armed with the appropriate information, the agency then screened candidates and scheduled qualified personnel for interviews. To augment the search for the best candidate, we gave another personnel agency the same information and also asked it to provide candidates.

Fortunately, we filled the position with an applicant from the first agency. The agency credited the initial fee towards the balance of the commission due, as previously agreed. The agency also guaranteed

we'd be satisfied with our candidate. If we were unhappy with the employee's performance after six weeks, we could have terminated the employee and the agency would have continued the search process.

TRAINING

Everything starts with an orientation. The new employee should become familiar with your organization, its procedures, policies and controls. Because the process takes time, it is best for the new person to work along with another employee. In most small organizations that person will be the immediate supervisor. This learning period is an excellent opportunity to establish a rapport with the employee, developing an interpersonal relationship that will be important in further training, interaction and performance evaluations.

When training a new employee, work alongside the employee, lead by example, and demonstrate the work that is to be performed. Showing him/her exactly what you expect of him/her is the most effective way to communicate your expectations to the employee. This is also an opportunity to demonstrate the personality traits that do not appear on the job description. Present a positive work attitude by sharing your enthusiasm for the job and by introducing the employee to individual customers using their names, both of which will serve to establish your level of expectations.

Teach the employee about all of the positive and interesting parts to the job as well as the boring and less attractive tasks. Prove to the employee you aren't afraid to get your hands dirty and you won't ask the employee to do anything you haven't done yourself. This is an important step toward earning the employee's respect and it can help to avoid the counterproductive "Why me" attitude.

People feel more comfortable communicating with someone they work with, as opposed to someone

they work for. Your time and energy invested in training the employee will pay off in many ways through the term of employment. You've completed the training process when your employee shows an understanding of the job expectations.

REVIEW PROCESS

Reviews are a critical issue to employees since the employers' decision to issue a pay raise will partially depend upon an employee's performance evaluation. This process can be very difficult, if you haven't prepared properly. The experience can be very uncomfortable for both supervisor and employee if the supervisor perceives a problem exists and has not been addressed, much less corrected.

This situation can easily be avoided if you build upon the interpersonal base you developed during the training process. If you have a problem with the employee's performance or productivity, you must communicate that to the employee, giving him/her an opportunity to correct his/her behavior. S/he also deserves the right to know and understand the consequences of not correcting the behavior. This way you can give the employee choices rather than an ultimatum.

When criticism is necessary, you should be specific, with reference to a particular situation. Give the employee an opportunity to respond, allow him/her to suggest other ways the situation could have been better handled. By soliciting the employee's involvement, you will help him/her to better understand the problem and what s/he will need to do to correct it.

There are many procedural ways to complete the review process, and it is likely each company has its own review criteria and policies. Work within the system, but modify it to involve the employee. The employee should accept the responsibility for his/her actions; it is more likely s/he will do so if given the opportunity to

participate in the review process.


The review should result in a written, legal document signed by both the employee and supervisor. Make notes of the review conversation, addressing topics that may not have been covered on the form.

An ongoing, informal review process should also take place. When an employee performs well in a situation, you should offer praise. You should also recognize when an employee faces what s/he perceives as a difficult task and you should offer encouragement. This way, the employee will be motivated to perform to the utmost of his/her ability. Open communication and a good working relationship should include constructive criticism, open praise and encouragement.

CONCLUSION

Developing a competent staff which is attentive to the needs of the employee store customers is one of the most important, and probably one of the most difficult, tasks you will face. You should be sensitive to the basic needs of those you work with and responsible enough to treat them with the same respect and consideration you give customers.

Provide ample training for a new employee so s/he is aware of all job expectations—both written and understood. Offer constructive criticism, praise or encouragement as often as necessary so the employee knows which areas s/he is doing well in and which could use some improvement. This way, when you give a formal performance review, there will be no surprises. Since the review is usually a tool by which pay raises are distributed, their impact on the employee and his/her performance can be quite dramatic.

Remember, your staff is crucial to the success of your store. 

Dennis M. Mullen is manager of the Pratt & Whitney Aircraft Club in East Hartford, Connecticut.

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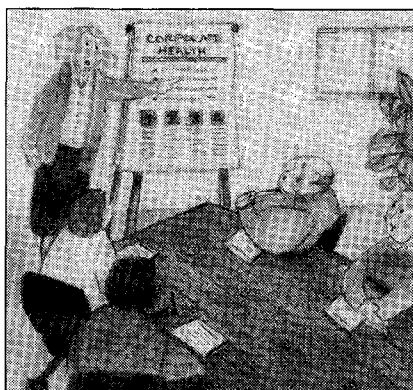
Drug Testing in the Workplace

by Robert M. Beland, Ph.D.

We already live in a world with lie detector tests when suspected of stealing on the job, with metal detectors at airports and sometimes with annual physical examinations for our employers. How would you feel if that annual exam included tests for drugs? More and more businesses are drug testing employees on random or scheduled timetables. A recent survey showed 30 percent of the companies were drug testing their employees. Although private business has been leading the way in this regard, federal and state governments have also been joining the ranks of drug testers. The issue of drug testing not only addresses workers but recreational and sport participants as well. Consequently, employee services and recreation managers need to be aware of drug testing and its possible ramifications in the workplace.

Our society's stereotypical view of drug abuse usually includes inner city residents, minorities, youth, foreign drug lords and the destitute. It should be understood, however, that drug abuse cuts across all socioeconomic barriers and many times finds itself in the workplace. Studies show employees who abuse drugs are five times more likely to miss work, seven times more likely to have accidents on the job and 10 times more likely to file medical insurance claims. Others estimate that 65 percent of people entering the workforce for the first time have tried illicit drugs at least once in their lives.

Another factor to consider is the economic impact of drug abuse on the country. In the Fall of 1989, the President and Congress jointly pledged over \$10 billion to the drug war effort. At the same time, the President sent \$65 million to help Colombia fight the Drug Cartel.



Economists estimate the total cost of drugs in America due to reduced productivity, lost employment, premature death and losses to crime victims is \$93 billion annually! It is also estimated that almost six million Americans use cocaine regularly and another 30 million smoke marijuana.

Are employee services and recreation professionals interested in dealing with drug abuse in the workplace? A recent survey of recreation administrators showed 80 percent were in favor of drug testing (including alcohol) for recreation professionals. This same group also provided a list of occupations within ES&R which would be critical for drug testing because the job either involves saving lives or involves life-threatening situations. Some of these included lifeguards, bus drivers, sport coaches, park rangers and recreation leaders for sports like archery or gymnastics.

DRUG TESTING ISSUES/CONCERNS

Because drug testing is a product of the '80s, there are still several pending major and minor lawsuits regarding drug testing. Upcoming decisions could have an impact on

these procedures. Most concerns center around the violation of privacy. There are also several other procedural concerns ES&R professionals should be aware of.

The first issue has to do with **when** these tests should take place. Many businesses are using them as a screening mechanism for new employees. This has limited value since prospective applicants may be able to abstain long enough for the drugs to leave their systems. The NFL requires its players to be drug tested as part of the preseason physical each year. Other companies have opted for random testing, which could be the most effective means of discovering drug abuse. Some choose a system where an employee could be tested if another employee or supervisor "suspects" the employee of drug abuse. The issue here may not be in the effectiveness of discovering drug abuse but the willingness of people to be tested whenever they are suspected—once a week, once a month?

Of real concern to most agencies involved in drug testing procedures are the cost and effectiveness of the testing. Most people are not aware that when a blood or urine sample is taken to be tested, the lab has to know **what** to look for. When the police take a driver's blood because the driver is suspected of DUI, that blood is sent to a special lab which tests for alcohol content only, not for any other drug like marijuana or cocaine. The cost of some tests can be as little as \$30, but those tests which yield more results cost several hundred dollars. However, new technology is developing less expensive and more efficient ways of drug testing. At the same time, because of the growing popularity of drug testing, many labs

are being built but staffed by unqualified personnel because of the medical lab technician shortage.

The other real concern addresses the effectiveness of the drug testing procedures. Many studies reveal a very high **false positive** rate in labs used for drug testing, with an average of about 30 percent of all tests coming back false positive. Some of the reasons for false positives include:

- Drugs show up in tests, but not in illegal amounts.
- A substance is mistaken for an illegal substance. Yes, it is true that poppy seeds can produce a false positive for heroin!
- The sample is contaminated.
- It is the wrong sample due to mislabeling, recording or transcription errors.
- The sample is mishandled because of an unqualified lab technician, or the lab technician is abusing drugs also.
- The drug testing industry is not able to keep track of new "designer" drugs which are being developed on a regular basis.
- Collected specimens travel through many people and places. A collected specimen may travel 200 miles to the nearest lab equipped to deal with testing for a particular drug.

Another concern for drug testing is the issue of **false negatives**. The result shows that a person has tested negatively for drugs when they are actually abusing a drug. One popular method which goes back to the draft-dodging days of the late 1960's, and maybe earlier, is using someone else's urine. In Arizona, a man advertised in the classifieds as "Bladder Man" and sold his urine for \$25 per four ounces. Other people have been caught hiding bottles of other peoples' urine in their pants while a sample is being taken. Another method of producing a false negative is to take a masking drug or substance which will hide the illegal or banned substance in the person's body. The masking drug, of course, is not a banned or illegal substance.

Of great concern to all is knowing exactly **how** the businesses and

agencies will conduct drug testing. In most cases, agencies supposedly have strict rules about the confidentiality of the results. Usually, this is done to gain cooperation from employees and unions. Unfortunately, it is quite common to find either leaks in this system of confidentiality, or a lawsuit or legal procedure which forces an unwilling employer to divulge this information about an employee or group of employees. In these cases, a false positive or premature result may unnecessarily damage an employee's reputation. This is one of the reasons most good drug testing procedures require confirmation tests and do not rely on a simple test or screening.


Most successful programs offer treatment and rehabilitation at either company or employee expense without risk of job termination. Of course, most programs require temporary suspension until the problem is rectified.

Employee services and recreation managers have a few specific concerns for drug testing. Obviously, they may have to cooperate with the company or agency's policy regarding drug testing as an employee and as a supervisor of other employees. Since most ES&R programs include corporate fitness programs and sometimes highly competitive athletic activities, there should be concern for possible steroid use by employees or family members who are also included in the overall program. It is estimated that over 400,000 people use steroids on a regular basis.

ACTION PLAN

If there is anything ES&R managers can do, they can provide strong leadership within their industries for an aggressive drug education program. We should not rely on the school system or the health care industry to solve this problem. This profession should agree it is involved in leisure activities that can lead people to more productive and responsible lives. Some ES&R programs have already included drug

abuse education as part of their overall wellness programs. Employee services and recreation staff should also be trained to recognize the symptoms of drug and steroid abuse and clearly understand the company policy on handling these problems.

Before a company or agency decides to drug test its employees, it should weigh the benefits and costs. Drug testing can be cumbersome, expensive, lead to distrust between management and workers and destroy reputations. On the other hand, it may quickly spot potential problems and prevent disasters. An agency always has the option of either adding to or replacing drug testing with a vigorous drug education program. 

Robert M. Beland, Ph.D. is an associate professor at the University of Florida, Gainesville, Florida.



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Scheduling Cruise Trips

by Janice Kimmel

Cruising is fast becoming one of the most popular vacation ideas. Old movies of the cross-Atlantic cruises portrayed cruises as an activity reserved for the very rich. Today, there are cruises for every pocketbook, every lifestyle and every age group.

Cruising is a great way for groups to travel together for reunions, incentive programs, seminars, corporate travel programs, clubs and common interests. Cruise ships provide ample space for conventions and group gatherings. They offer meeting rooms equipped with audio/visual aids and rooms for private parties.

Most cruise packages include the following:

- Round trip airfare to the port
- Ground transfers
- Baggage and handling
- Lodging
- Meals (8 to 12 per day)
- Entertainment
- Exciting destinations
- Daytime and nighttime shipboard activities

The duration of a cruise varies, depending on the destination and the cruise line. An average cruise lasts seven days, but there are plenty of three-, four-, 10- and 12-day cruises available. The length of your cruise will depend on where you want to go and how long you want to stay.

HOW/WHEN TO BOOK A CRUISE

It is important to deal with a reputable travel agent who specializes in cruises. There are many types of



cruises for different types of people. An experienced cruise consultant can make sure your group will have a most enjoyable cruise experience, based on the group's specific needs. An agent who deals in a large volume of cruises can offer group discounts. Depending on the cruise you select, you can save anywhere from \$300 to \$1,500 per cabin by purchasing from a reputable large cruise agency. A good check of an agency is their membership in CLIA (Cruise Lines International Association).

The best time to book a cruise is to plan early and reserve early. Early bookings will give you exactly the ship, cabin and sailing date you want, and in addition, many cruise lines offer early booking discounts. Although you can get a 'good deal' on last minute bookings, you might have to settle for the leftovers.

You should be aware of peak travel seasons and plan accordingly. The peak season for cruises is between December 15th and April 1st. You can take a cruise during the summer for slightly reduced rates. If you're bargain-hunting for your group, the least expensive time to take a cruise is during the 'shoulder

seasons' of spring and fall.

POINTS TO CONSIDER

Children: If your group is planning on bringing their families, rest assured. Most cruise lines offer a wealth of supervised children's programs for all ages. You can have your vacation while they are having theirs, and you'll all still be together. Best of all, children generally travel at a substantially reduced rate.

Packing: Pack as you would for any resort vacation. Cruises are casual by day, whether your group is on ship or ashore. Evenings vary by activity. You will need formal attire for the Captain's Gala. A safe bet for other evenings would be your average out-to-dinner type dress, sports jacket for men—and don't forget a wrap for evening walks on the deck.

Meals: Advise your cruise consultant when you book your cruise about any special dietary needs of your group. Most ships can accommodate salt-free, low carbohydrate, low cholesterol or other diet preferences. For those with hearty appetites, cruises offer seconds, between meal snacks, a midnight buffet and 24-hour cabin service.

Motion Sickness: Stabilizing mechanisms on modern ships, advance availability of accurate weather information, and the calm waters of most ship routes have, for the most part, eliminated motion discomfort. For the cautious traveler, there are mild medications and non-medicinal products that are quite effective in preventing any motion sickness.

WHAT TO DO ON SHIP AND IN PORT

Cruise ships are like floating resorts. Your group can relax on deck, sunning or reading, or you can join exercise classes, dance classes, sports contests and other organized deck activities. You might practice your tennis, golf, basketball, go for a swim, take in the sauna or work out in the gym. You can see a feature movie, listen to a lecture or play bridge or bingo.

Evenings are filled with entertainment in the showrooms, gambling in the casino, dancing in the disco or the lounge, or a moonlit walk on the deck.

If you're hosting a special event for your group, such as a dinner/dance or theme party, let your cruise

consultant know so s/he can reserve a private room.

In port, you might take a guided tour. You'll find sites and activities ranging from ancient ruins to shopping bargains. Follow the footsteps of history or try a water skiing boat. Your group can enjoy fishing, golf, beautiful beaches and scuba diving. In the evening, you can visit night spots and casinos. The ship will have a listing of all land options for you to decide upon before you reach each port, or you can arrange for a customized tour for your group.

CONCLUSION

Why not join the over three million people who enjoyed cruise vacations last year? Cruise lines are planning expansion programs for the

next decade. The largest ship afloat currently holds 1,500 passengers, but a cruise ship is now being built that will hold up to 5,000 passengers. Elegant all-suite ships are available for up to 200 passengers. Contact your cruise consultant to choose from a host of diverse itineraries and cruise lines, theme cruises, special interest cruises and package cruises—anything to suit your group's interests and needs.

Janice Kimmel is director of corporate services and special projects for South Florida Cruises, Inc. in Boca Raton, Florida.

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Regional Director—Mark Saari
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Central Ohio Employee Services and Recreation Association/Columbus, Ohio.
Contact Kathy Hall: (614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Vicki Seidel: (513) 860-3677.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Jesse Guerra: (312) 840-4305.

Cleveland Employee Services Association/Cleveland, Ohio. Contact Angelo Jimenez: (216) 248-3600.

Dayton Industrial Athletic Association/Dayton, Ohio. Contact Raymond M. Rakar: (513) 455-4693.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Beverly Weiss: (313) 471-8654.

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Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Bair: (219) 267-9389.

Partners in Employee Events, Recreation and Services of Central Illinois/Bloomington, Illinois. Contact Joyce Mason: (309) 829-0456.

Warren and Youngstown Employee Services/Warren, Ohio. Contact Gary Holby: (216) 783-2860.

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National Director—Gloria Roque
(212) 456-6043

Regional Director—Angela Cerame, CESRA
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Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque: (212) 456-6043.

Connecticut Employee Services and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen: (203) 565-6236.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford: (814) 825-2915.

Jersey Employee Recreational Services Association/Newark, New Jersey. Contact

Karen Strouse: (201) 898-2000.

League of Federal Recreation Associations/Washington, D.C. Contact Arlene N. Williams: (202) 479-0089.

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Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander: (609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Karen Moonan: (716) 266-8852.

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(803) 642-0314

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Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones: (615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson: (904) 646-2781.

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric: (407) 356-3365.

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Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner: (314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Laura Watts: (713) 888-5423.

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Associated Industrial Recreation Council/Burbank, California. Contact Carl Nicchitta: (818) 842-6121.

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Golden Gate Chapter of Employee Services/San Francisco, California. Contact Dale Shafer: (916) 387-3475.

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Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Pam Tessitore: (602) 248-2307.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick: (602) 794-8248.

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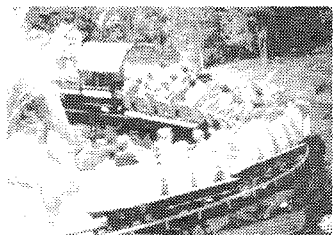
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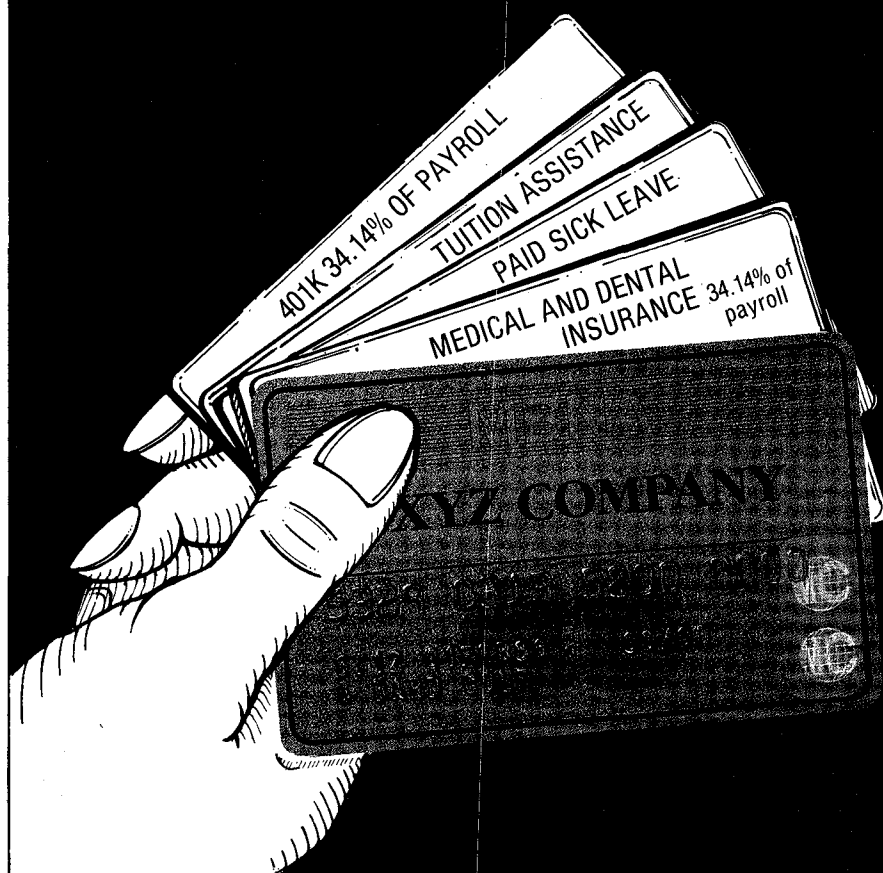
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